

FOURTEENTH PARLIAMENT OF SINGAPORE

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FIRST SESSION

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ORDER PAPER

WEDNESDAY, 3 NOVEMBER 2021

No. 43

1.30 pm

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QUESTIONS FOR ORAL ANSWER\*

- \*1. **Dr Lim Wee Kiak:** To ask the Prime Minister in light of the disclosures in the Pandora Papers (a) whether MAS will be looking into the Singapore-based financial institutions and Singaporeans/foreigners who are implicated in the report; (b) whether any individual or financial institution will be asked to issue a clarification as to their activities disclosed in the report; and (c) how does MAS ensure that offshore wealth management services in Singapore remain lawful and legitimate by international standards.
- \*2. **Mr Patrick Tay Teck Guan:** To ask the Prime Minister (a) whether Singapore is implicated in the Pandora Papers; and (b) whether the Government is investigating whether Singapore entities or individuals residing in Singapore are involved in the alleged practices.
- \*3. **Ms Yeo Wan Ling:** To ask the Minister for Transport in light of the new COVID-19 protocols where patients waiting for their polymerase chain reaction test results should return home via private transport, what are the measures taken to protect our point-to-point drivers when they are ferrying such passengers.
- \*4. **Mr Liang Eng Hwa:** To ask the Minister for Transport (a) whether there are adequate taxis and private transport to ferry passengers to and return from Swab and Send Home (SASH) clinics; (b) whether the drivers are sufficiently protected; and (c) whether the vehicles are kept sanitised and safe.

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- \*5. **Mr Liang Eng Hwa:** To ask the Minister for Trade and Industry (a) what is Singapore's inflation outlook in the near and medium terms; (b) what are the causes of the rising inflationary pressures; (c) what is the assessment of the likely impact of these inflationary pressures on low and middle income households; and (d) whether there will be mitigating measures to reduce the impact of rising costs arising from these inflationary pressures on households and businesses.
- \*6. **Mr Saktiandi Supaat:** To ask the Minister for Trade and Industry (a) whether the Ministry can provide an update on the risk of a sharp accumulation of external and domestic cost pressures affecting prices of goods and services in Singapore; and (b) other than tighter monetary policy, what steps can be taken to mitigate some of the effects of rising costs over the next 12 months.
- \*7. **Mr Dennis Tan Lip Fong:** To ask the Minister for Social and Family Development whether the Government expects that ComCare cash assistance will remain elevated for the 2021 financial year.
- \*8. **Dr Tan Wu Meng:** To ask the Minister for Education what measures are in place to support continuity of school financial assistance when a student is posted from one school to another, including postings taking place after national exams.
- \*9. **Mr Shawn Huang Wei Zhong:** To ask the Minister for Communications and Information what are the Ministry's plans to ensure that all students have easy and low cost access to high speed internet outside of school.
- \*10. **Mr Chong Kee Hiong:** To ask the Minister for National Development (a) whether the Ministry will consider incorporating elderly-friendly, child-friendly and disabled-friendly internal and external features to ensure the relevance of HDB flats through all life stages; and (b) what has been the take-up rate of the Enhancement for Active Seniors programme to improve mobility and comfort for elderly residents since its introduction in 2012.
- \*11. **Ms Joan Pereira:** To ask the Minister for Sustainability and the Environment regarding the Clean Tables Campaign to achieve a higher tray/crockery return rate (a) how many fines have been issued so far; (b) what is the general profile of those who have been warned or fined; (c) what are the most common reasons cited for non-return of trays; and (d) whether targeted public education can be provided for these diners.
- \*12. **Dr Wan Rizal:** To ask the Minister for Trade and Industry (a) how many companies have since closed down due to pressures from the COVID-19 pandemic; and (b) what are the current and future efforts to support local firms for post-crisis growth to maintain our status as an international business hub.

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- \*13. **Mr Saktiandi Supaat:** To ask the Minister for Trade and Industry (a) how many companies in the tourism-related and retail sectors have closed down since January 2020; (b) what is the employment situation in the tourism sector including number of tour guides who have been re-deployed; and (c) what further efforts can be made to stimulate local retail demand and transform the tourism sector to position themselves for future growth opportunities.
- \*14. **Mr Saktiandi Supaat:** To ask the Minister for Trade and Industry (a) what are the sectoral productivity growth rates, trends and outlook in Singapore since the onset of COVID-19; and (b) whether there are new measures or productivity needed to better measure the hybrid model of work productivity.
- \*15. **Mr Chong Kee Hiong:** To ask the Minister for Manpower what measures will be implemented to alleviate the disruptions to our manpower resources, particularly in sectors such as cleaning and hospitality which will experience higher labour demand in tandem with more visitors entering Singapore under the Vaccinated Travel Lane schemes.
- \*16. **Dr Tan Wu Meng:** To ask the Minister for Education with regard to the proposed Artificial Intelligence (AI) marking system for English subject assignments on the online Student Learning Space (SLS), what safeguards will be in place to ensure automated marking does not undermine the potential for students' writing to develop creativity, cadence, personality and flair.
- \*17. **Mr Melvin Yong Yik Chye:** To ask the Minister for Home Affairs (a) from 2018 to 30 September 2021, what is the annual number of road accidents and violations involving heavy vehicles; (b) how many of these accidents involved lorries ferrying workers; and (c) how will the Ministry ensure better road safety to deter such accidents.
- \*18. **Mr Liang Eng Hwa:** To ask the Minister for Trade and Industry (a) during this COVID-19 pandemic period, how many F&B outlets have closed down; (b) how many new F&B outlets have opened; and (c) how has it impacted the employment of workers in the F&B sector.
- \*19. **Mr Zhulkarnain Abdul Rahim:** To ask the Minister for Health what steps have been taken by the Ministry and in concert with other organisations to support dementia patients who are at high risk of deteriorating psychiatric conditions due to social isolation in this COVID-19 pandemic.
- \*20. **Mr Melvin Yong Yik Chye:** To ask the Minister for Home Affairs (a) since the integration of Singapore's PayNow and Thailand's PromptPay in April 2021, whether there have been any scams perpetrated which made use of this real-time cross-border payment system to transmit money; and (b) what safeguards are there to prevent vulnerable victims from falling prey to such scams.

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- \*21. **Dr Wan Rizal:** To ask the Minister for Foreign Affairs (a) what are the COVID-19 vaccination rates of Singaporean students studying abroad; and (b) what are the current efforts in ensuring the safety of our students overseas in a COVID-19 world.
- \*22. **Mr Louis Ng Kok Kwang:** To ask the Minister for National Development (a) whether special covenant 2(1)(a) of the Memorandum of Lease to HDB's lease agreement can be enforced to prevent smoking near balconies or windows; (b) under what circumstances has HDB enforced this covenant; and (c) if HDB has not enforced this, why not.
- \*23. **Miss Cheryl Chan Wei Ling:** To ask the Minister for Health under the living with COVID-19 model, how long will the free vaccine booster shots remain available for those who are medically eligible.
- \*24. **Mr Zhulkarnain Abdul Rahim:** To ask the Minister for Home Affairs in view of the recent serious assault case involving inmates in the Changi Prison Complex, what are the additional safeguards that can be adopted in the future to prevent such similar situations from escalating, including leveraging on technology towards the "Prisons without Guards" concept.
- \*25. **Mr Leon Perera:** To ask the Minister for Education whether the Government plans to (i) look into the survey findings of the Academic Freedom Survey 2021 published by AcademiaSG, notably that faculty who say they work on "politically sensitive" topics are more likely to feel constrained in their ability to research or engage the public compared with those whose work are not "politically sensitive" and (ii) take steps to improve the state of academic freedom especially in respect of Singapore studies and women academics, whom the survey reports as being more likely to feel constrained.
- \*26. **Ms Mariam Jaafar:** To ask the Minister for Social and Family Development in light of the increase in job losses among middle-income PMETs, whether the Ministry will review social assistance schemes, in particular the treatment of debt such as renovation loans and insurance payments as expenses.
- \*27. **Mr Shawn Huang Wei Zhong:** To ask the Minister for Trade and Industry (a) what is the economic impact on the construction industry due to the manpower shortage; and (b) what is the economic impact on Singapore's economy due to the delay of major construction projects and respective mitigating measures.

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- \*28. **Ms Mariam Jaafar:** To ask the Minister for Sustainability and the Environment (a) whether the Ministry tracks the number of construction noise-related complaints; (b) if so, what is the number of construction noise-related complaints that have been received from Woodlands residents each month over the past year; and (c) what are the measures being taken to mitigate the noise in the short term and the long term, including the use of more technologically advanced construction techniques.
- \*29. **Mr Louis Ng Kok Kwang:** To ask the Minister for Health (a) whether the Ministry is providing assistance to those undergoing assisted reproductive technology procedures overseas but have not been able to continue their treatment due to travel restrictions; and (b) whether the Ministry is considering setting up specific travel arrangements for them so that they can continue their treatment overseas.
- \*30. **Assoc Prof Jamus Jerome Lim:** To ask the Minister for Manpower in view of the prevalence of the Delta variant of COVID-19 in Singapore, whether there are any planned changes to the restrictions governing the entry of non-traditional source migrant workers who satisfy the necessary health-related entry requirements such as vaccination and quarantine, especially those from South Asian countries under Category IV of the Ministry's classification of countries.
- \*31. **Mr Louis Ng Kok Kwang:** To ask the Minister for Education for each year in the past 10 years (a) what is the median number of days a primary school is closed outside of the school holidays; and (b) what is the median number of days a primary school ends earlier than the regular dismissal time outside of the school holidays.
- \*32. **Mr Edward Chia Bing Hui:** To ask the Minister for Manpower whether Singapore's workplace safety and health system will incorporate mental health and the addition of practical skills such as mental first aid responder within the BizSAFE training framework so that all companies are better prepared to handle the evolving needs of our workforce.
- \*33. **Miss Cheryl Chan Wei Ling:** To ask the Minister for Manpower (a) what are the indicators for companies to begin establishing mental health support system for their employees; and (b) for workers in SMEs, how can they be better supported on mental health concerns.
- \*34. **Mr Patrick Tay Teck Guan:** To ask the Minister for Manpower from 2020 to 30 September 2021, what is the number of work injury claims for each year that were (i) filed (ii) paid compensations and (iii) rejected, where the employee sustained the injury whilst working from home.

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- \*35. **Ms Mariam Jaafar:** To ask the Minister for Education (a) what is the current number of students in government-aided schools who are permanent residents or international students (IS); (b) what proportion of these students have at least one Singaporean parent; and (c) what proportion of those with at least one Singaporean parent receive some form of subsidy this year.
- \*36. **Dr Shahira Abdullah:** To ask the Minister for Health (a) what is the Government's communication protocol on informing the next-of-kin (NOK) of a person who died by suicide; (b) whether the Inter-agency Taskforce on Mental Health and Wellbeing will review this protocol in consultation with the bereaved; (c) what is the Government's framework in providing support to the deceased's (i) NOK (ii) work colleagues or schoolmates and (iii) friends respectively; and (d) whether the taskforce will consider establishing an inter-agency protocol to support them.
- \*37. **Mr Melvin Yong Yik Chye:** To ask the Minister for Trade and Industry (a) in the past five years, what is the annual number of cases investigated by the Competition and Consumer Commission of Singapore for breaches of the Consumer Protection (Fair Trading) Act; and (b) what is the annual breakdown by industry.
- \*38. **Mr Yip Hon Weng:** To ask the Minister for Health (a) what percentage of COVID-19 reinfections are local community cases and what percentage are dormitory cases; (b) what is the average time that a person who has contracted COVID-19 would be protected from a reinfection; and (c) how is the Ministry working with dormitory operators to reduce the incidence of reinfections.
- \*39. **Assoc Prof Jamus Jerome Lim:** To ask the Minister for Manpower in light of existing restrictions on the entry of new migrant domestic workers (MDWs), whether the Ministry has considered imposing restrictions on the maximum number of MDWs a given household is able to hire and the type of domestic work (especially medical care or childcare) that these MDWs may be deployed to perform.
- \*40. **Mr Leon Perera:** To ask the Minister for Education (a) from 2011 to 2020, in respect of students enrolled in secondary schools, what is the annual percentage breakdown for each secondary school type in terms of (i) housing type (ii) household income levels (iii) the proportion on 100% financial assistance from the Ministry (iv) parents' education levels and (v) race; and (b) whether the Ministry monitors the socio-economic composition of schools' student intake for diversity.

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- \*41. **Dr Tan Wu Meng:** To ask the Minister for National Development whether the Council for Estate Agencies considers prior work and managerial experience for mid-career applicants seeking to be registered as real estate salespersons where the prospective applicant does not have the prescribed minimum of four GCE 'O' Level passes but has worked for many years in a managerial role.
- \*42. **Assoc Prof Jamus Jerome Lim:** To ask the Minister for Health whether the planned increase to 180 ICU beds and 3,700 medical beds in COVID-19 treatment facilities will be sufficient to cope with the potential surge in cases, given how New York City, with a population around 1.5 times that of Singapore, added 760 ICU beds and 2,500 medical beds to accommodate patients at the height of the crisis there in April 2020.
- \*43. **Mr Murali Pillai:** To ask the Minister for Health (a) what steps are being taken by the Ministry to deal with the burnout, anxiety and psychological issues on the part of healthcare workers involved in the fight against the COVID-19 pandemic; and (b) how are barriers such as stigma and impairment to practise when diagnosed with mental conditions are being addressed.
- \*44. **Mr Chong Kee Hiong:** To ask the Minister for Health what is the percentage of household members who are eventually infected due to a COVID-19 positive member's isolation at home on a home-based recovery programme.
- \*45. **Mr Sharael Taha:** To ask the Minister for Health whether recreational team sports activities such as football, netball, hockey, floorball and rugby can resume at public and private sports recreational facilities recognised by SportSG with participants requiring pre-event antigen rapid tests.
- \*46. **Mr Murali Pillai:** To ask the Minister for Health having regard to his press statement on 20 October 2021 that persons who have not been vaccinated against COVID-19 are causing the healthcare system to be under serious stress, whether the Ministry considers it is now time to make it compulsory for all medically eligible persons to be vaccinated against COVID-19 and receive booster shots so as to relieve the pressure on the healthcare system and allow for a faster reopening of the economy.
- \*47. **Mr Yip Hon Weng:** To ask the Minister for Health (a) whether the Ministry will mandate COVID-19 vaccination for all who are not medically exempt from taking the vaccine; and (b) for persons who are not medically exempt from COVID-19 vaccination but remain unvaccinated by choice, whether the Ministry will have them take responsibility for their own healthcare costs if they get infected with COVID-19.

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- \*48. **Miss Cheryl Chan Wei Ling:** To ask the Minister for Manpower under the living with COVID-19 model (a) what are the circumstances for workers to return to work in their office; and (b) whether companies will have the flexibility to decide on flexi-work arrangements or work from home.
- \*49. **Mr Yip Hon Weng:** To ask the Minister for Manpower in the past two years, in cases where migrant domestic workers (MDWs) sought employment transfers citing abuse by their employers (a) how many of these allegations turned out to be unfounded; (b) how were the MDWs penalised for provision of false statements and fabrication of evidence; (c) what losses did the employers incur; and (d) whether the Ministry will consider reviewing the sentencing framework to make it more equitable for employers who have been genuinely wronged.
- \*50. **Dr Lim Wee Kiak:** To ask the Minister for Trade and Industry (a) whether the Australia-Asia Power Link project which is to supply 15% of renewable energy for Singapore is part of our Green Plan; and (b) given the multi-billion dollar capital investment, whether this will translate to higher energy cost.

\* Members may postpone their Questions to a later sitting day if their Questions are not reached by the end of Question Time (QT). For such Questions, Members may email to [parl\\_cop@parl.gov.sg](mailto:parl_cop@parl.gov.sg) in advance a postponement notice that will be effected after QT. Members must submit their notices to the Clerk within one hour after the end of QT (SO 22(3)). Questions will be given a written answer if no such notices are received by the Clerk within the stipulated time.

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### ORDERS OF THE DAY

1. Government Borrowing (Miscellaneous Amendments) Bill [Bill No. 32/2021] – (Minister for Finance) – Second Reading
  2. Constitution of the Republic of Singapore (Amendment) Bill [Bill No. 29/2021] – (Minister for Law) – Second Reading
  3. Judicial Service (Miscellaneous Amendments) Bill [Bill No. 30/2021] – (Minister for Law) – Second Reading
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## MEMORANDUM

Matter proposed to be raised on the Motion for the Adjournment (SO 2(8)(b)).

Ms Tin Pei Ling : Role of Migrant Domestic Workers in  
(MacPherson) Singapore's Caregiving Landscape.

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### QUESTIONS FOR WRITTEN ANSWER

- 1. Miss Cheryl Chan Wei Ling:** To ask the Prime Minister in light of the Pandora Papers leaks (a) whether the current regulations are sufficient to monitor or uncover any illicit activities of offshore financial service providers with offices registered in Singapore; (b) whether more stringent compliances are imposed on companies that violate the regulations; and (c) whether there will be a requirement for them to be repeatedly audited by independent parties for a defined period.
- 2. Mr Yip Hon Weng:** To ask the Minister for Home Affairs with the increase in deployment of surveillance technologies for crime prevention (a) how will the captured data be utilised; (b) how will the data be protected from theft or misuse; (c) whether there are specific physical areas where surveillance technologies will not be deployed to; and (d) how will the Ministry address the concerns of those who feel that their privacy is being invaded.
- 3. Mr Shawn Huang Wei Zhong:** To ask the Minister for Trade and Industry given the supply chain disruption and increase in energy costs, whether there will be any impact to food prices in the next six months.
- 4. Mr Dennis Tan Lip Fong:** To ask the Minister for Transport (a) in each of the past five years, how many cyclists have been booked for riding on a road on the right side of motor vehicles when not overtaking or not preparing to make a right turn; and (b) whether cyclists are allowed to ride on the lane to the right of a bus lane if there is no intention to overtake a vehicle on the bus lane or making a right turn.
- 5. Mr Saktiandi Supaat:** To ask the Minister for Transport in light of the reduced public transport revenues in this COVID-19 pandemic times and rising expenditure costs (a) whether the Government is satisfied with the value of services in return for grants given out in the current model; and (b) whether the Ministry is looking into restructuring our public transport system, possibly exploring the merger of public transport operators to improve coordination and sustainability under current circumstances.

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6. **Mr Melvin Yong Yik Chye:** To ask the Minister for Sustainability and the Environment (a) what is the average licensing cost incurred by a non-hawker food and beverage establishment; and (b) whether the Ministry will consider waiving the costs for licence renewals (excluding liquor licences) for FY2022 given the significant impact that COVID-19 has had on food and beverage outlets.
  7. **Mr Yip Hon Weng:** To ask the Minister for Sustainability and the Environment (a) in the past two years, what are the instances that have necessitated sound barriers to be erected at construction sites; and (b) whether the Ministry will require sound barriers if a construction site is within 150 metres from noise-sensitive premises and residential buildings and has faced multiple complaints and breaches of permissible noise levels.
  8. **Mr Zhulkarnain Abdul Rahim:** To ask the Minister for Sustainability and the Environment (a) given the success of Project Wolbachia in the pilots in Chua Chu Kang, Yishun and Tampines, what are the plans to expand the project into other areas including residential and industrial estates; and (b) whether there have been any studies done on the long-term ecological impact related to the release of Wolbachia-carrying mosquitoes and the decline of mosquito population in general.
  9. **Mr Christopher de Souza:** To ask the Minister for Education what changes can be made to the school curriculum so as to lessen the amount of homework given that may exacerbate stress and anxiety during the COVID-19 endemic.
  10. **Mr Melvin Yong Yik Chye:** To ask the Minister for Education (a) out of the reported bullying incidents in primary and secondary schools in 2019 and 2020, how many cases involved the expulsion of the bully; (b) how many cases were resolved due to the victim transferring out of the school; and (c) whether there are any plans to better facilitate reporting of bullying cases in school.
  11. **Dr Tan Wu Meng:** To ask the Minister for Education (a) over the past three years, what is the annual number of primary school and secondary school students who suffered bereavement through death of a parent; and (b) what support is provided for students in such bereavement situations.
  12. **Mr Zhulkarnain Abdul Rahim:** To ask the Minister for Social and Family Development since the launch of the 24-hour National Anti-Violence Helpline (NAVH) in January 2021 (a) what is the proportion of the calls which report (i) cases of violence between family members and (ii) cases of intimate partner violence between persons not in a familial relationship; and (b) what is the demographic of the callers of the helpline in terms of age group and gender.

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13. **Mr Leon Perera:** To ask the Minister for Social and Family Development (a) with regard to subsidised hawker meals provided to recipients of the Public Assistance scheme through meal coupons or a Special Grant Card by Community Clubs and Citizen Consultative Committees, whether the scheme is still operational; (b) how many recipients did it benefit and how much was spent on it in each year since inception; and (c) whether this scheme can be expanded to keep hawker food affordable for the needy.
  14. **Dr Wan Rizal:** To ask the Minister for Health whether the Ministry will work with the Ministry of Education to co-curate mental health-related modules in institutes of higher learning so that more mental health professionals can be produced to support our national mental health competency framework.
  15. **Assoc Prof Jamus Jerome Lim:** To ask the Minister for Health (a) what is the average number of monthly resignations of foreign medical professionals (nurses and doctors) in 2019, 2020 and 2021 (to date) respectively; and (b) whether this has affected the ability of the medical system to cope with the surge in COVID-19 cases.
  16. **Mr Leon Perera:** To ask the Minister for Health (a) whether the Government will work with the primary care network to establish a dedicated clinical pathway or referral to appropriate physical activity programmes for frail and pre-frail seniors; (b) whether the Healthy Ageing Promotion Programme for You (HAPPY) programme can be scaled up; and (c) whether and how primary care physicians, community nurses and the wider social community network can work together to identify and support the needs of community-dwelling frail seniors.
  17. **Ms He Ting Ru:** To ask the Minister for Communications and Information (a) how many declarations, directives, orders and notices under the Protection from Online Falsehoods and Manipulation Act have been issued since the enactment of the Act; and (b) what is the breakdown between the different Ministries.
  18. **Ms He Ting Ru:** To ask the Minister for Communications and Information since the enactment of the Prevention from Online Falsehoods and Manipulation Act (POFMA) (a) how many applications were received by the POFMA Office for variations, cancellations or suspensions of directions or remedial orders issued; (b) of these applications, how many were successful; and (c) how many resulted in an appeal being filed with the High Court.
  19. **Dr Tan Wu Meng:** To ask the Minister for National Development (a) whether studies are being done on how pandemic vulnerability is shaped by urban design, demographics and movements of residents; and (b) if so, what are the findings to date and lessons for future urban planning.

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20. **Mr Leon Perera:** To ask the Minister for National Development (a) what are Singapore's source countries for sand imports; (b) what is the Ministry's estimate of the size of the Singapore sand smuggling market; (c) whether there is a risk of countries banning sand sales to Singapore because there is significant smuggling or environmental damage from sand mining; and (d) whether the Government is considering not permitting commercial entities to import sand from jurisdictions with rampant illicit activity.
21. **Mr Zhulkarnain Abdul Rahim:** To ask the Minister for National Development (a) what are the criteria that HDB takes into account in considering to locate coffee shops or eateries within an HDB estate; and (b) whether such criteria include (i) the number of dwelling units (ii) proximity in terms of prescribed distance to other available eateries and (iii) availability and variety of eateries to cater to specific dietary requirements of residents such as vegetarian and halal fare.
22. **Mr Christopher de Souza:** To ask the Minister for Culture, Community and Youth (a) what measures are in place to identify youths who are isolated and spending a significant portion of their time at home; and (b) what schemes are in place to reach out and befriend them.
23. **Mr Louis Ng Kok Kwang:** To ask the Minister for Manpower for each year in the past five years (a) how many workers were repatriated on the same day that their work permit was cancelled; (b) how many workers have been repatriated within a week from when their work permit is cancelled; and (c) what is the median number of days a worker is repatriated following the cancellation of the worker's work permit.
24. **Mr Louis Ng Kok Kwang:** To ask the Minister for Manpower for each year in the past five years (a) how many cases of wrongful dismissal were lodged by work permit holders; and (b) how many of such cases have been (i) resolved at the Tripartite Alliance for Dispute Management (ii) referred to the Employment Claims Tribunals (ECT) but eventually dismissed (iii) referred to ECT and resulted in the reinstatement of employees' former job and payment of any income loss due to the wrongful dismissal and (iv) referred to ECT and resulted in money orders in favour of the employees, respectively.
25. **Assoc Prof Jamus Jerome Lim:** To ask the Minister for Manpower in light of existing restrictions on the entry of new migrant domestic workers (MDWs), whether there has been any tracking of employer types and market salaries for the existing pool of MDWs.

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26. **Dr Wan Rizal:** To ask the Minister for Manpower whether there are efforts made to encourage companies to send their professionals for training to develop their mental health competencies and be their organisation's resource person at work.
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