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Effective Human Resource Management

1. Introduction

The business environment has dramatically changed in recent years, and these changes have had a significant impact on organisational efforts to be successful. One important factor that clearly impact organisational success is people – those who work for the organisations.

Organisations increasingly realise that their ability to sustain success is most dependent on “learning to get the maximum out of their employees”. Hence, this realisation has a significant impact on the organisations’ practice of human resources management.

2. What is Human Resource Management?

Human Resource Management, commonly known as HRM, have largely replaced the term “personnel management”. Michael Armstrong, in his book entitled “A handbook of human resource management practice”, defined HRM as “a strategic and coherent approach to the management of an organisation’s most valued assets – the people working there, who individually and collectively contributed to the achievement of its objectives”.

Hence, in simple terms, HRM is the management of individuals working in an organisation. It is particularly concerned with all the activities that contribute to attracting the right employees, developing their capacities, motivating, maintaining and compensating their services that will result in organisational success.

2.1 The Objectives of HRM

The overall objective of HRM is ensuring that the organisation is able to achieve success through people. Other objectives include; increasing organisational effectiveness and capability and to be concerned with the rights and needs of people in organisations through the exercise of social responsibility.

3. HRM Strategies

The top management's commitment to designing and implementing HRM programs is key to a long-term, sustained success of an organisation. Such programs are geared to develop both high-performing employees and organisations. As such, top management needs to anticipate the future need for employees, at the same time developing specific plans to obtain, develop and retain the type of employees who meet the needs of a high-performing organisation. Only through the anticipation and working towards the development and retention of the right type of employees can any organisation expect to be successful in a global, dynamic, and continuously changing competitive environment.

3.1 What are HRM Strategies?

A HRM strategy is a critical element of organisational success. HRM strategies are intended to articulate what the organisation aims to do about its HRM policies and practices and how they should be integrated with the business strategy, as well as each other. Two important elements of a HRM strategy is the existence of strategic objectives – things the strategy is supposed to achieve, and a plan of action – the means by which it is proposed that the objectives will be met. However, as all organisations are different, it is important to note that all HRM strategies are also different. HRM strategies are varied to suit the needs of individual organisation.

3.2 Criteria for an Effective HRM Strategy

An effective HRM strategy is one that works in the sense that it achieves, and what it sets out to achieve.

The criteria for an effective HRM strategy are:

- It will satisfy business needs
- It is founded on detailed analysis and study, not just wishful thinking
- It can be turned into actionable programmes that anticipate implementation requirements and problems

- It is coherent and integrated, comprising components that fit with and support each other
- It takes account of the needs of line managers and employees generally, as well as those of the organisation and its other stakeholders

3.3 Developing HRM Strategies

Some of the fundamental questions that need to be addressed are:

- What are the firm's strategic objectives and how are these translated into unit objectives?
- What are the 'performance drivers' of those objectives and how do the skills, motivation and structure of the firm's workforce influence these performance drivers?
- How does the HR system influence the skills, motivation and structure of the workforce?

3.4 Implementing HRM Strategies

Often, organisations spend 80% of the time on designing strategies, and only 20% on planning their implementation. It is crucial for organisations to note that it should be other way round. Planning should be done with implementation in mind.

HRM strategies can be implemented by:

- Analysing business needs and how the HRM strategy will help to meet them
- Communicating full information on the strategy and what it is expected to achieve
- Involve those concerned in identifying implementation problems and how they should be dealt with
- Preparing action plans

- Planning and executing a programme of project management that ensures the action plans are achieved

4. Common Components of HRM

4.1 Human Resource Planning

Human resource planning is “the process ensuring that the human resource requirements of an organisation are identified and plans are made for satisfying those requirements”.

HR planning is an integral component of business planning. Business planning identifies the core competences of the organisation’s needs to achieve its goals, and therefore skills and behavioural requirements. HR planning interprets these plans in terms of people requirements. It aims to ensure that the organisation has the number of people with the right skills needed to meet the forecasted requirements.

Human resource planning, generally, involves the following activities:

- **Scenario planning**
Making broad assessments of future environmental factors and their likely impact on people requirements.
- **Demand forecasting**
Estimating future needs for people and competences by reference to corporate and functional plans and forecasts of future activity levels.
- **Supply forecasting**
Estimating the supply of people by reference to analysis of current resources and future availability, after allowing for wastage. The forecast will also take account of labour market trends relating to the availability of skills and demographics.
- **Forecasting requirements**
Analysing the demand and supply forecasts to identify future deficits or surpluses with the help of models, where appropriate.

- **Action planning**

Preparing plans to deal with forecast deficits through internal promotion, training or external recruitment. If necessary, plan for unavoidable downsizing so as to avoid any compulsory redundancies, if that is possible. Develop retention and flexibility strategies.

4.2 People Resourcing

People resourcing largely involves recruitment and selection, talent and career management. However, it also involves other aspects such as developing employee value proposition, creating an employer brand, analysing employee turnover, tackling retention problems, and absenteeism.

Recruitment and Selection

Recruitment involves the process of finding and engaging the people the organisation needs, while selection involves deciding which candidates should be appointed to jobs.

The four stages of recruitment and selection are:

- (i) **Defining requirements**

Preparing role profiles and person specifications; deciding terms and conditions of employment.

- (ii) **Planning recruitment campaigns**

- (iii) **Attracting candidates**

Reviewing and evaluating alternative sources of applicants, inside and outside of the company; advertising, e-recruiting, agencies and consultants.

- (iv) **Selecting candidates**

Sifting applications, interviewing, testing, assessing candidates, assessment centres, offering employment, obtaining references, preparing contracts of employment.

Talent Management

Talent management begins with the business strategy and what it signifies in terms of the talent required by the organisation. Its aim is to develop and maintain a pool of talented people.

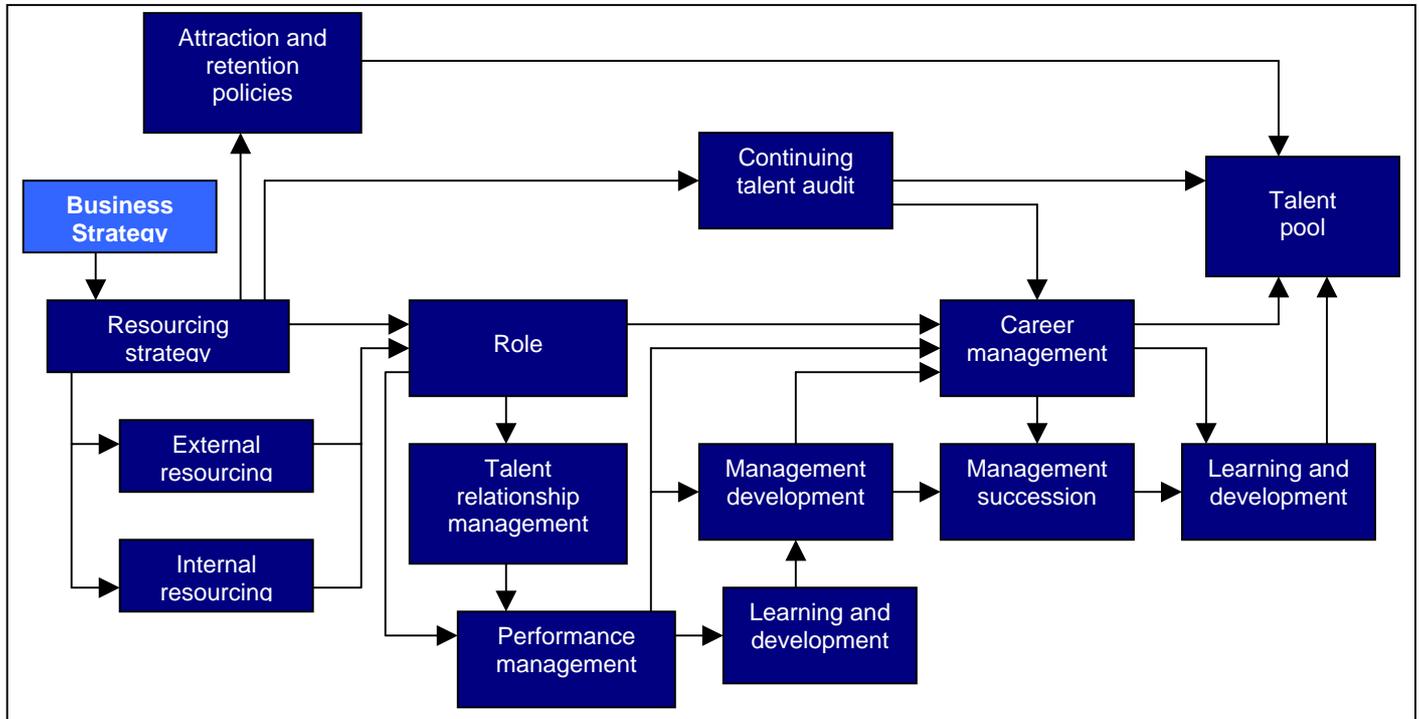
The elements of talent management are:

- **The resourcing strategy**
The business plan provides the basis for human resource planning, which defines human capital requirements. It leads to attraction and retention policies and programmes for internal resourcing, which involves identifying talented people within the organisation, developing and promoting them.
- **Attraction and retention policies and programs**
These policies and programmes describe the approach to ensure that the organisation gets and keeps the talent it needs. Attraction policies lead to programs for external resourcing. Retention policies are designed to ensure that people remain as committed members of the organisation. The outcome of these policies is a talent flow that creates and maintains the talent pool.
- **Talent audit**
A talent audit identifies those with potential and provides the basis for career planning and development. It ensures that talented people have the sequence of experience supplemented by coaching and learning programs that will fit them to carry out more demanding roles in the future. Talent audits can also be used to indicate the possible danger of talented people leaving and what action may need to be taken to retain them.
- **Role design**
Talent management is concerned with the roles people carry out. It involves role design, which ensures that roles provide the responsibility, challenge and autonomy required to create role engagement and motivation. Role design also means taking

steps to ensure that people have the opportunity and are given the encouragement to learn and develop in their roles. Talent management policies focus on role flexibility – giving people the chance to develop their roles by making better, and extended use of their talents.

- **Talent relationship management**
Talent relationship management is the process of building effective relationships with people in their roles. It is concerned generally with creating a great place to work, but in particular it is about treating individual employees fairly, recognising their value, giving them a voice and providing opportunities for growth. Talent relationship management aims to ensure that people are committed to their work and the organisation.
- **Performance management**
Performance management process provides a mean of building relationships with people, identifying talent and potential, planning learning and development activities, and making the most of the talent possessed by the organisation.
- **Learning and development**
Learning and development are essential components in the process of talent management. It ensures that people acquire and enhance the skills and competencies they need.
- **Management succession planning**
Management succession planning takes place to ensure that, as far as possible, the organisation has the managers it requires to meet the future business needs.
- **Career management**
Career management is concerned with the provision of opportunities for people to develop their abilities and their careers in order to ensure that the organisation has the flow of talent it needs and to satisfy their own aspirations.

The Elements of Talent Management



Source: Armstrong, M. (2009). *Armstrong's handbook of human resource management practice*. London: Kogan Page.

4.3 Human Resource Policies and Procedures

HR policies provide guidelines on how key aspects of people management should be handled. It is aimed at ensuring that any HR issues are dealt with consistently in accordance with the values of the organisation in line with certain defined principles.

HR policies should be distinguished from procedures. While HR policies provide generalised guidance on how issues should be dealt with, procedures spells out precisely the steps that should be undertaken to deal with major employment issues such as grievances, discipline, capability and redundancies.

Some of the components of HR policies include:

- Age and employment
- Bullying
- Discipline
- Diversity management
- E-mails and the Internet

- Employee development
- Employee relations
- Health and Safety
- Promotions and rewards
- Work-life balance

4.4 Performance Management

Organisations need to put in place a sound performance management practice. Performance management is one of the important elements of the HRM process. It provides the basis for improving and developing performance. Roles throughout the organisation should be clarified and ensured that they align with the strategy. Individuals should be involved in their own performance agreements, where it needs to be firm on the objectives that need to be met, deliverables to be produced and the quality standards, actions to be taken and deadlines.

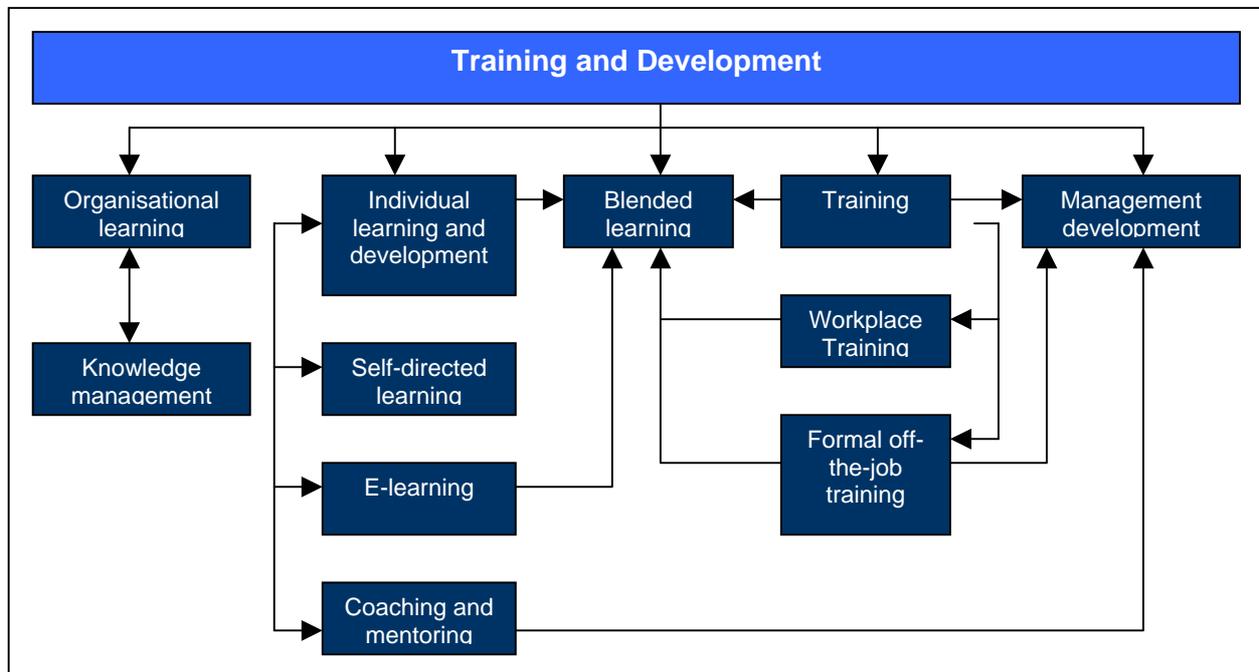
The overall objective of performance management is “to develop the capacity of people to meet and exceed expectations and to achieve their full potential to the benefit of themselves and the organisation”. Performance management provides the basis for self-development, but more importantly, it is also about ensuring that the support and guidance people need to develop and improve is readily available.

Each employee should be accountable and held responsible for what they deliver, but against performance agreements that function as working documents. Feedback, regardless of ongoing, objective and constructive, is critical. Organisations should tap into what would make talented individuals within the organisation feel rewarded, and be known that it is not necessarily always about money or upward mobility.

4.5 Training and Development

Training and development strategies and practices aim to ensure people in the organisation acquire and develop the knowledge, skills and competencies they need to carry out their work effectively. Training and development will also help them in advancing their careers to their own benefit and that of the organisation.

The elements of training and development are presented in the chart below.



Source: Armstrong, M. (2009). *Armstrong's handbook of human resource management practice*. London: Kogan Page.

5. Tips for an Effective HRM

Human resources is responsible for putting the face of humanity in the business. Who are the people that make up the company and whom create the success that the company enjoys as a whole. Planning company events, employee recognition and making improvements for the employee benefits is key to creating a happy and successful future for the company. Below are some tips for an effective HRM.

1. Business Focus

Organisations should evaluate where the business is focused over the course of each business cycle. It is crucial to know where the company is headed before HR can be managed to meet with the company objectives. Issues such as company expansion, outsourcing, etc. need to be taken into consideration.

2. Key Skills and Talents

Organisations will also need to determine the key skills and talents that are needed to meet their business objectives. Being able to define what key talents are needed, before determining who has the skills, who needs training and who needs additional hires, is important before they can formulate and implement the HRM plan.

3. Communication

The fundamental aspect of managing people in an organisation includes how well the company objectives, values and expectations are communicated to employees.

4. Evaluation

Alongside communication is evaluation of the HRM plan. Organisations are expected to take the time to conduct a survey among its employees. This will find out how well the employees see the everyday experience of working for the company, which can reveal many things about the business. Time for review and adaptation for improvements, should also be considered.

Case Studies

Hennes & Mauritz (H&M)

Hennes & Mauritz (H&M) is a company that engages in designing and retailing of fashion apparel and accessories. Among its product offerings are cosmetics, apparel, footwear and accessories for men, women and children. Popular among teenagers, it has a presence in over 33 countries worldwide, primarily in Europe, North America and Asia.

Human Resource

H&M's corporate strategy is "to expand on a continuous basis, and as a consequence, employee strength also increases continuously". H&M's employees are spread across 33 countries, comprising people with different cultural backgrounds. The company's strategy is to recruit locally whenever a new store opens. Through their website, H&M indicates that their objective is to be a good employer, including in those countries whose laws and regulations fall short of their own requirements. The company's Head of HR was quoted as saying that "in order to meet people's expectations of H&M as an attractive employer, the company develops global guidelines on diversity, equal rights and against discrimination".

HR activities for H&M are guided by a fundamental respect for individual, which applies to every aspect from fair wages, working hours, and freedom of association to the opportunity for growth and development within the company. Hence, this indicate that H&M has specific policies in place for areas such as equal opportunity, managing diversity, employee development, health and safety, among others.

H&M also employs an open door policy, which grants all employees the right and the opportunity to discuss any work-related issue directly with its management. Employees' right and ability to organise and decide who should represent them in the workplace are also supported. Meanwhile, the company also has positive experience of conducting open and constructive dialogue sessions with the trade unions. The management considers such cooperation to be necessary if they are to become even better. At the same time, H&M also focuses on rewarding its employees through the provision of more opportunities and responsibilities, rather than promotions and job titles.

Organisational Behaviour

H&M's espoused values are stated to be the foundation for a multinational company, in a multi cultural market, where great respect is paid to the individual. Every employee in H&M is made to feel like they are a part of the company's success. Quoting Pär Darj, Head of HR, the key words for continual growth for H&M are responsibility and commitment. He also highlighted that the company encourages what they call "the H&M spirit", which highlights the employees' commitment and preparedness to take on new challenges and team spirit.

H&M as an organisation is constantly evolving and is growing fast. This provides more opportunities for its employees, who are motivated through new challenges, and the opportunity to work in another department, role or country.

Selection and Recruitment

H&M values personal qualities much more than formal qualifications. Pär Darj noted that at H&M, "great grades and all the university credits in the world are no guarantee of a job or a fast-track career". They look for, more than anything, people with the right personality. H&M's belief is that people can gather skills as they go along, but personality and attitude cannot be taught. Since H&M is a fast-paced company and the tempo is always high, they need employees who are self-driven and capable of communicating well. Hence H&M recruits people who like responsibility and decision-making. A candidate who possesses a love for fashion, combined with a focus on sales, is perceived as an advantage.

Human Resource Development

H&M usually conducts all training in-house by H&M staff themselves, although external training for areas such as e-learning, are also provided. However, indications show that H&M today focuses more on on-the-job and hands on learning. For example, when they opened their first H&M store in Japan, locally recruited employees were sent to Norway and Germany to gain experience in existing operations. Also, during the sales intensive opening phase of a new store, colleagues from other countries are brought in temporarily. Pär Darj noted that "as an employee of H&M, one can be an entrepreneur and will be given responsibility early on".

Reward Management

H&M offers a comprehensive benefits package for their employees. The benefits include staff discounts, incentive bonuses, private health care & a pension scheme. The company provides a total reward framework, with greater emphasis on relational rewards even though transactional rewards are provided.

HRM's Role in H&M's Success

H&M is a hugely successful multinational company. The success of H&M is primarily based on the business model where its entire product designing being done internally and centrally, while its manufacturing totally outsourced, but with quality ensured. The success, business growth and expansion plans were possible because H&M have formatted their HR strategy in line with the corporate strategy. This is evident, as even with their expansion into new markets, H&M do not lose sight of their core values. They have succeeded to manage all components of HRM effectively to ensure that core values are upheld in all parts, regardless of country and cultural differences. Their strategic and coherent approach is in recognising that the organisation's most valued assets are their employees, which is evident from the statement issued by their CEO, "It is our employees that make the corporate strategy possible. Our committed employees are essential to H&M's ability to grow and continue to be highly profitable. At H&M we share the same goals at the same time as we minimise bureaucracy and focus on the individual. We delegate a lot of responsibility to local markets, stores and individual people and we encourage people to take their own initiatives at all levels."

Universal Studios Singapore

For the newly opened Universal Studios Singapore, opening is only the first step. With the rides in operation, keeping the park running like clockwork involves a wide range of people, skills and talent. Universal Studios theme parks are frequently lauded as the best in the world – not just in terms of rides, attractions, retail options, and food and beverage, but also in terms of customer service. The newly opened Universal Studios in Singapore is certainly no different. In fact, the Singapore hiring and training team has made that area a number one priority in all of its induction programmes.

Key Talents

The Universal Studios Singapore currently employs around 3,000 people, with locals accounting for 70% of it. However, the region's first Universal Studios theme park is only one part of the wider Resorts World Sentosa integrated resort, where one HR team covers employment issues for all 10,000 of its staff. Thus, it is important that the employees of the theme park share the same values and commitments as those in other areas of the resort. Hence, the HR team looks for people who are equipped with high levels of passion and motivation to serve, on top of the necessary skill-sets required for each individual Universal Studios role.

Seah-Khoo Ee Boon, Senior Vice President of HR and Training for Resorts World Sentosa shared that "high energy levels are particularly important for the theme park". Also, given the nature of the hospitality line, people who are willing to work flexible and shift hours, including weekends and public holidays are preferred candidates.

However, that does not mean that only casual labour are manning the rides and ticket booths. Seah-Khoo highlighted that most of the theme park staff are on permanent employment terms. She also noted that there are obviously times when "temporary labour is also required". With the scale and diversity of the operations in the world-class theme park, extra manpower during peak periods, in particular over weekends and public holidays are needed. Hence, the HR team supplement their permanent team with many casuals and temporary staff, who she claims find it a "fun, yet fulfilling, job experience".

Meanwhile, mature workers are also an extremely valuable resource for Universal Studios Singapore. They are encouraged to join the theme park and share their outlook,

experience and life-skills with the rest of the team, who, in their case, tend to be younger in terms of age.

Long-Term Investment

The theme park business is a new one for Singapore. Therefore it faces a limited local talent pool. There are only so many people with direct experience and knowledge in opening and running such a multi-faceted hospitality operation. Many of those were based overseas. Hence, it is only natural that Universal Studios Singapore employs a number of managers from other theme parks within the group, in particular the Orlando, Florida, Universal Studios theme park. This experienced team brings “years” of “best-in-class” experience and knowledge, allowing the local staff to benefit through their transfer of knowledge and skills. This also highlights the training role as an important part of each management position.

Seah-Khoo also pointed out their strategy of recruiting experienced talent from overseas to put in place a structured training system and processes to facilitate the transfer of skills and knowledge from the foreign talent to the local hires. 33 advisors from Universal Hollywood and Orlando arrived a few months before the Singapore’s theme park opening, to provide training and guidance for the local employees.

Besides hiring for the right skills, personality and attitude fits, Resorts World Sentosa also puts a lot of emphasis on staff training and development. More than 200 staff were sent to the Universal Orlando Resort for several months of training. These staff were given full pay, allowances and accommodation. Hence, clearly, for Universal Studios Singapore, training should be not just about competency, but rather “excellence” in each job.

The road ahead

Now, less than a year into its permanent operations, Universal Studios Singapore is already looking towards retaining, refreshing and retraining its staff. As part of its manpower pipeline, the theme park identifies and fast tracks local team members who have demonstrated good performance. Several staff – originally hired as rank and file team members – has already been promoted to supervisory positions, due to their leadership potential. “Our priority is to promote and groom our talents from within,” Seah-Khoo says.

Besides the cross-departmental transfers that team members can take advantage of, the theme park also has on-going projects with parts of the integrated resort that are still to open. The West Zone, which will boast the world's largest oceanarium – the Marine Life Park, a Maritime Museum and two more hotels, is expected to create another 3000 job opportunities. Seah-Khoo highlighted that the existing team members will be given the priority to be selected for these new areas.

Articles can be retrieved from NLB's e-Resources – <http://eresources.nlb.gov.sg>

Books are available at the Lee Kong Chian Reference Library.

Recommended Readings

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[RBUS 658.3 ARM]

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THE CERTIFIED PRODUCTIVITY PRACTITIONER COURSE

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Entailing efficiency and effectiveness, productivity is crucial in fulfilling the raison d'être of all companies – delivering ever-growing business goals. It is imperative for business leaders to be constantly committed to productivity improvement and take the lead in driving productivity and innovation to sharpen the company's competitive edge by ensuring the most efficient utilization of resources at all times and consistently creating optimum value for customers.

Capabilities have to be developed to deliver higher productivity and training and education is required to develop those credentials and keep the cycles of improvement rolling.

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Why CPP?

- It is focused on solving productivity issues at **the enterprise**.
- A **diagnostic approach** is taken, so that Strengths and Areas for Improvement are identified and interventions can be decided easily.
- It **teaches** productivity techniques, tools and methodologies.
- Participants will undertake a company project for their own company on a previously identified productivity issue, for which **project guidance** is provided.



“These sessions provided excellent insight into the fundamentals of productivity, history and importance of productivity in Singapore” – Neil Todd, Courts

“I recommend this course to those who want to know the overview of productivity implementation and its framework. Very experienced trainers make this course a must to attend before engaging on productivity journey.” – Ng Lye Kiat, Acco Technology

About the Course

At the Singapore Productivity Association, we recognise that there may be specific industries that face different sets of KPIs from others. As such, the course content for the CPP will be contextualized for these industries. Currently, we have developed a general CPP course that will be suitable for most industries, as well as the CPP (Retail), which we have contextualized specially just for the Retail sector. The course content can be found below:

CPP (General)	CPP (Retail)
<p>Module 1: Understanding Productivity (Duration: 1 day)</p> <ul style="list-style-type: none"> • Introduction to Productivity and Quality Concepts • Factors Affecting Enterprise Productivity • Productivity Movement in Singapore • Productivity Promotion in Companies • Productivity Challenges <p>Module 2: Productivity Tools, Techniques & Management Systems (Duration: 3 days)</p> <ul style="list-style-type: none"> • Business Excellence • Productivity Measurement & Analysis • Process management: <ul style="list-style-type: none"> ▪ Cost of Quality ▪ Lean Six Sigma ▪ Process Mapping & Analysis • Integrated Management Systems <p>Module 3: Innovation & Service Excellence (Duration: 3 days)</p> <ul style="list-style-type: none"> • Knowledge Economy & Innovation • Service Excellence • Team Excellence <p>Module 4: Critical Success Factors (Duration: 1 day)</p> <ul style="list-style-type: none"> • Management Commitment • Managing & Sustaining Change • Overcoming Resistance to Change • Training and Education • Planning for Implementation and Control of Productivity Improvement Programme • Briefing on project assignment & Role of Productivity Practitioner 	<p>Module 1: Understanding Productivity (Duration: 1 day)</p> <ul style="list-style-type: none"> • Introduction to Productivity and Quality Concepts • Factors Affecting Enterprise Productivity • Productivity Movement in Singapore • Productivity Promotion in Companies • Productivity Challenges <p>Module 2: Productivity Tools, Techniques & Management Systems (Duration: 3 days)</p> <ul style="list-style-type: none"> • Delivering Service Excellence • Productivity Measurement & Analysis • Process management: <ul style="list-style-type: none"> ▪ Cost of Quality ▪ Lean Six Sigma ▪ Process Mapping & Analysis <p>Module 3: Service Excellence & Sales Productivity (Duration: 3 days)</p> <ul style="list-style-type: none"> • Introduction to Service Excellence & Sales Productivity • Store Management & the Roles of a Store Manager • Minimising Operational Constraints & Focusing on Sales • Setting Goals & Analysing Statistics • Coaching & Motivating Sales Staff • Service Behaviours that Encourage Business <p>Module 4: Critical Success Factors (Duration: 1 day)</p> <ul style="list-style-type: none"> • Management Commitment • Managing & Sustaining Change • Overcoming Resistance to Change • Training and Education • Planning for Implementation and Control of Productivity Improvement Programme • Briefing on project assignment & Role of Productivity Practitioner

As part of the CPP curriculum, participants are required to implement a productivity improvement project upon completion of the in-class component. Project guidance will be provided by a professional consultant assigned for this purpose and is for a total of 2 man-days.

Funding & Payment

The course is supported by the Singapore Workforce Development Agency (WDA). Funding is available at 70% and 50% of the course fees respectively for SMEs and MNCs/LLEs/Statutory Boards. Please find the prices payable in the net fee table below:

For SMEs:	Net Fee	Nett Fee with GST
SPA Member (S\$3,700)	S\$1,110	S\$1,187.70
Non-Member (S\$3,950)	S\$1,185	S\$1,267.95
For MNCs/LLEs/Statutory Boards	Net Fee	Nett Fee with GST
SPA Member (S\$3,700)	S\$1850	S\$1979.50
Non-Member (S\$3,950)	S\$1975	S\$2113.25

**Funding applicable for up to 2 participants (Singaporeans/PRs only) from any single company.*

Course Schedule

The schedule for the first quarter of 2011 is appended below:

Run 4: CPP (Retail)		
Date	Module	Time
Tuesday, 11 January 2011	Module 1	9-5 pm
Thursday, 13 January 2011	Module 2	9-5 pm
Tuesday, 18 January 2011		9-5 pm
Thursday, 20 January 2011		9-5 pm
Tuesday, 25 January 2011		9-5 pm
Thursday, 27 January 2011	Module 3	9-5 pm
Tuesday, 1 February 2011		9-5 pm
Tuesday, 8 February 2011	Module 4	9-5 pm

Run 5: CPP (General)		
Date	Module	Time
Wednesday, 12 January 2011	Module 1	9-5 pm
Friday, 14 January 2011	Module 2	9-5 pm
Wednesday, 19 January 2011		9-5 pm
Friday, 21 January 2011	Module 3	9-5 pm
Wednesday, 26 January 2011		9-5 pm
Friday, 28 January 2011		9-5 pm
Wednesday, 9 February 2011	Module 4	9-5 pm
Friday, 11 February 2011		9-5 pm

Run 6: CPP (Retail)		
Date	Module	Time
Tuesday, 22 February 2011	Module 1	9-5 pm
Thursday, 24 February 2011	Module 2	9-5 pm
Tuesday, 1 March 2011		9-5 pm
Thursday, 3 March 2011	Module 3	9-5 pm
Tuesday, 15 March 2011		9-5 pm
Thursday, 17 March 2011		9-5 pm
Tuesday, 22 March 2011	Module 4	9-5 pm
Thursday, 24 March 2011		9-5 pm

Run 7: CPP (General)		
Date	Module	Time
Wednesday, 23 February 2011	Module 1	9-5 pm
Friday, 25 February 2011	Module 2	9-5 pm
Wednesday, 2 March 2011		9-5 pm
Friday, 4 March 2011	Module 3	9-5 pm
Wednesday, 9 March 2011		9-5 pm
Friday, 11 March 2011		9-5 pm
Wednesday, 16 March 2011	Module 4	9-5 pm
Friday, 18 March 2011		9-5 pm

Run 8: CPP (Retail)		
Date	Module	Time
Tuesday, 5 April 2011	Module 1	9-5 pm
Thursday, 7 April 2011	Module 2	9-5 pm
Tuesday, 12 April 2011		9-5 pm
Thursday, 14 April 2011		9-5 pm
Tuesday, 19 April 2011		9-5 pm
Thursday, 21 April 2011	Module 3	9-5 pm
Tuesday, 26 April 2011		9-5 pm
Thursday, 28 April 2011		9-5 pm
8th Run (Target Participants - 25)		
Date	Module	Time
Wednesday, 30 March 2011	Module 1	9-5 pm
Friday, 1 April 2011	Module 2	9-5 pm
Wednesday, 6 April 2011		9-5 pm
Friday, 8 April 2011		9-5 pm
Wednesday, 13 April, 2011		9-5 pm
Friday, 15 April 2011	Module 3	9-5 pm
Wednesday, 20 April 2011		9-5 pm
Wednesday, 27 April 2011		9-5 pm

Core Faculty Members

MR. WONG KAI HONG MBA IN STRATEGIC MARKETING (HULL), BSC (NUS)

Kai Hong is a business consultant, management trainer and company director. He has spent almost 2 decades in the consumer products industry, having worked with retailers like Isetan, Metro, Royal Sporting House, The Athlete's Foot and Sunglass Hut; brands like Reebok and Doc Martens; and technology group Wearnes Technology. He has been involved with various functions including operations, business development, project management, human resource, training, marketing, logistics, budgeting and general management. He has developed businesses in Singapore and many Asia cities such as Seoul and Beijing.

MR. LAM CHUN SEE B. ENG IN INDUSTRIAL & SYSTEMS ENGINEERING (UNIVERSITY OF SINGAPORE)

Chun see manages his own consultancy practice, Hoshin Consulting and is also an associate consultant/trainer to the PSB Corporation and Singapore Productivity Association. Prior to running his own practice, he has had years of experience as an industrial engineer with Philips, and trainer and consultant with the then National Productivity Board, APG Consulting and Teian Consulting. He was conferred the Triple-A Award in 1989 for helping to transfer Japanese know-how, particularly in the area of 5S, into local programmes and packages. Throughout his years of consultancy experience, Chun See has assisted many companies in analyzing their productivity and quality objectives and performance; primarily through the application of the PDCA technique and basic QC tools.

MR. LEE KOK SEONG M.SC. IN CHEMICAL ENGINEERING (IMPERIAL COLLEGE, LONDON UNIVERSITY), B.SC. IN CHEMICAL ENGINEERING (NATIONAL TAIWAN UNIVERSITY)

Kok Seong has accumulated vast experience in the areas of productivity training and management consultancy throughout his 30 years of experience with the Standards, Productivity and Innovation Board (SPRING). He has provided consultancy assistance and training for numerous organizations both within and outside of Singapore in the areas of Productivity Management, Operation and Production Management, total Quality Management, Total Productive Maintenance, Shopfloor Management, Occupational Safety Management, Industrial Engineering Applications and Supervisory Management. He has also been greatly involved in the pinnacle Singapore Quality Award (SQA) initiative since its inception in 1993. His track records include the assessments and site visits of award recipients like Micron Semiconductor (formerly Texas Instruments), Motorola, Baxter Healthcare, Philips Tuner Factory and Teck Wah Industrial Corporation Ltd. Mr. Lee is currently a certified SQA Senior Assessor, as well as a resource person for Basic and Advanced Training Courses for Productivity Practitioners, a position he has taken on since 2007.

MR. LOW CHOO TUCK

M.SC. IN INDUSTRIAL ADMINISTRATION (UNIVERSITY OF ASTON, UK); B.SC. IN PHYSICS (NUS); DIP IN QUALITY CONTROL INSTRUCTORS (INTERNATIONAL QUALITY CENTRE, NETHERLANDS); CERTIFICATE IN PRODUCTIVITY DEVELOPMENT (JAPAN PRODUCTIVITY CENTRE); CERTIFICATE IN ADVANCED MANAGEMENT DEVELOPMENT (INSEASD)

Choo Tuck currently provides training and advisory services in productivity and quality management to companies and government in the Asean region and Middle East. He was previously the Executive Director of the Restaurant Association of Singapore as well as the Singapore Productivity Association, and was also the Director for Strategic Planning in SPRING Singapore. During his many years of service with SPRING Singapore, he gained wide experience in productivity training, management consultancy and productivity promotion, and has helped more than a 100 companies in improving productivity, quality control and business excellence, including organizations such as Cycle & Carriage, Motorola, PUB and DBS. On top of that, he has also served as an Asian Productivity Organisation (APO) expert. On top of that, he has also served as an Asian Productivity Organisation (APO) expert on Productivity for several APO member countries, and was part of a team of experts engaged by the Singapore cooperation Enterprise to provide productivity expertise to the Government of Bahrain in 2007 and 2008.

MR. QUEK AIK TENG

B.ENG (HON.) IN MECHANICAL ENGINEERING (UNIVERSITY OF SHEFFIELD); DIP. IN BUSINESS EFFICIENCY (INDUSTRIAL ENGINEERING_ (PSB-ACADEMY); CERTIFIED MANAGEMENT CONSULTANT (CMC); PRACTISING MANAGEMENT CONSULTANT (PMC); MEMBER, INSTITUTE OF MANAGEMENT CONSULTANTS (IMC) SINGAPORE

Aik Teng currently manages his own consultancy, AT Consulting Services. One of his most recent projects includes being the LEAD Project Manager for the Singapore Logistics Association. Prior to running his own consultancy, he has been with SPRING Singapore for 20 years, and was the Head of the Organisation Excellence Department from 2004-05. He was also SQA Lead Assessor and Team Leader up till 2008 and has been involved in the SQA initiative since its inception in 1993. Tasked to start up the consultancy unit within the then Productivity & Standards Board (PSB) to provide training and consultancy services to organisations, his consulting team assisted close to 30 organisations during that period. He was also involved in a project coordinated by the Singapore Cooperation Enterprise (SCE) to assist the Bahrain Labour Fund in their Labour Reform strategy, which included helping the Bahrain government to initiate a Productivity Movement as well as develop the productivity of the local enterprises. In addition, he was appointed as Project Manager to assist the Government of Botswana to implement a national Productivity Movement, from 1994 to 2003. Botswana is currently held as a model of Productivity in the Pan-Africa region.

For more information on the course, please visit the Singapore Productivity Association at www.spa.org.sg, or write to us at CPP@spa.org.sg. Alternatively, you could also contact our secretariat:

Ms. Leanne Hwee Mr. Ashton Chionh
DID: 6375 0938 DID: 6375 0940

The Singapore Productivity Association Productivity Seminar

BASICS OF PRODUCTIVITY

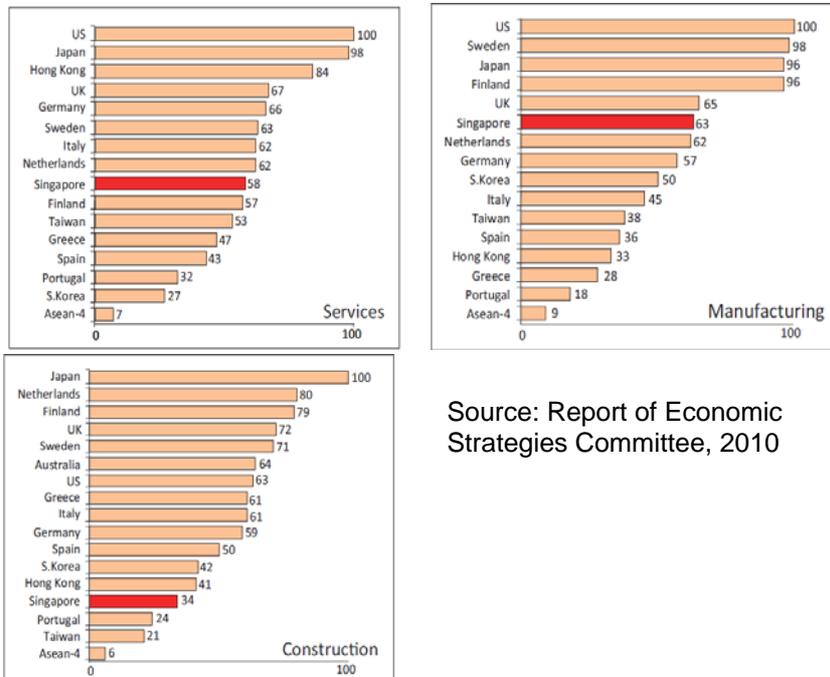
Why a Productivity Seminar?

Singapore businesses and the workforce are gearing up to address productivity challenges that have arisen in the past decade.

Key findings from the recently disseminated Report of the Economic Strategies Committee highlighted that:

“In absolute levels, Singapore’s productivity in manufacturing and services are only 55 to 65 percent of those in the US and Japan (see Figure 1). In the retail sector for example, our average level of productivity is about 75 percent of that in Hong Kong and one-third that of the US. In construction, productivity levels are half that of the US and one-third that of Japan.”

Figure 1: Cross Country Productivity Comparisons⁵



Source: Report of Economic Strategies Committee, 2010

What is the Seminar about?

The Singapore Productivity Association has developed this Seminar for the purpose of providing information to all parties on the basics of productivity. Specifically, the seminar aims to:

- Refresh – everyone on the meaning and concepts of productivity
- De-myth – explain what productivity is and is not, especially in the current day context
- Inform – about the Tools, Techniques and Methodologies

What would you learn?

At the end of the seminar, you would understand:

- the key productivity concepts, including how productivity is measured
- the relevance and types of tools available to improve productivity
- the way forward to implementing productivity in your company.

Who should attend?

This seminar is targeted at employee that needs to understand the importance and relevance of productivity at work. They may be involved in developing and managing; or are part of teams that implement Productivity initiatives.

Targeted employee could include:

- Managers
- Senior Executives
- Supervisors
- Senior workers with team leadership responsibilities.

When and Where would this be held?

Please look out for our schedule on our website: www.spa.org.sg or contact Ms Leanne Hwee at DID: 6375 0938; Email: leanne.hwee@spa.org.sg

How to register?

To register, please fill out our Registration Form here:

<http://www.spa.org.sg/images/events/downloads/RegistrationForm-PS.doc>

Contact us

For more information about the seminar or future runs, please contact:

Ms Leanne Hwee at DID: 6375 0938; Email: leanne.hwee@spa.org.sg

TEAM EXCELLENCE SYMPOSIUM – MARCH 2011 (1st Announcement)

The Team Excellence Symposium 2011 is here!

The Singapore Productivity Association (SPA) cordially invites you to our upcoming **Team Excellence Symposium** which will be held in **March 2011**.

The 4-days Symposium will be kicked off with a half day seminar on the insights distilled from the experiences of distinguished speakers and it will be followed by 3.5 days of presentation showcase by the various organizations. The event promises to be an insightful session for IQC practitioners to come together to network and exchange ideas and experiences.

The details are as follows:

Date	<p><u>Seminar</u></p> <ul style="list-style-type: none"> 29 March 2011 (Tuesday) 9.00am – 12.30pm (Registration starts at 8.30am)
	<p><u>Presentation</u></p> <ul style="list-style-type: none"> 29 March 2011 (Tuesday) 2.00pm – 5.00pm 30 March 2011 – 1 April 2011 (Wednesday – Friday) 9.00am - 5.00pm
Venue	<p>SPRING SINGAPORE 3th Storey Podium Block 2 Bukit Merah Central Singapore 159835 (Map attached with parking details)</p>

Programme Outline

Date		Morning	Afternoon
29-March-11	Tue	<i>Seminar</i>	<i>Presentation</i>
30-March-11	Wed	<i>Presentation</i>	<i>Presentation</i>
31-March-11	Thur	<i>Presentation</i>	<i>Presentation</i>
1-April-11	Fri	<i>Presentation</i>	<i>Presentation</i>

Please note that the programme is subject to changes

Registration Fee

Categories	Fee
Conference package ** 29 March – 1 April 2011	<p>S\$180 per team (rate is subject to prevailing GST)</p> <p>** includes free entrance to the seminar and its networking refreshment and lunch (max of 4 participants per team) and presentation sessions</p>

Seminar highlights – 29 March 2011

Time	Programme topics
8.30am	Registration
9.00am	Welcome speech
9.10am	Teaming for productivity
9:50am	Enabling Team Innovation
10.30am	<i>Refreshment</i>
11.00am	Star Circle Presentation
11.40am	Sharing on ASQ World Conference on Quality and Improvement
12.20pm	Closing
12.30 - 2.00pm	<i>Networking lunch</i>

Please note that the programme is subject to changes

Registration

Please complete and return the attached registration form to:
6272 5095 (fax) or iqc@spa.org.sg (email)

Dateline: 9 February 2011(Wednesday)

Report Submission

- 3 sets of reports per team
- A copy of your report saved in a CD. Please indicate your organisation's and team's name on the CD.

Report format

- At least 10 pt font size,
- 15 page single-sided, A4 including annexes

Copyrights to the reports are assigned at point of submission unless otherwise stated by the organisations. Companies submitting reports containing trade secrets or issues discussing national security may wish to withhold the copyrights. The reports will be stored in an online repository for knowledge sharing purposes.

Payment details

- Cheque payable to “**Singapore Productivity Association**”

Dateline for Report and Payment submission: 25 February 2011 (Friday)

Mailing address:

Singapore Productivity Association
National IQC Convention Secretariat
2 Bukit Merah Central
#04-01 SPRING Singapore
Singapore 159835
Attention: Ms Hazel Wong

Thank you and look forwards to your participation at the Team Excellence Symposium March 2011!

For further details and updates, you may contact Singapore Productivity Association (SPA).

Ms Hazel Wong
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