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Case study

- *Tesco*

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Employee Performance Management

1. Introduction

Performance management is a cyclical process aimed at improving organisational effectiveness in the accomplishment of the organisation's mission and goals. It can focus on the performance of an organisation, a department, employee or even the processes to build a product or service, as well as many other areas.

2. What is Employee Performance Management?

Performance management is both a strategic and an integrated approach to delivering successful results in organisations by improving the performance and developing the capabilities of teams and individuals. It is an ongoing communication process which is carried out between the managers and employees throughout the year.

A performance management process also sets the platform for rewarding excellence by aligning individual employee accomplishments with the organisation's mission and objectives and making the employee and the organisation understand the importance of a specific job in realising outcomes. By establishing clear performance expectations which includes results, actions and behaviours, it helps the employees understand what exactly is expected out of their jobs. The setting of standards helps eliminate those jobs which are redundant. Through regular feedback and coaching, it provides the advantage of diagnosing the problems at an early stage and taking corrective actions.

A performance management process includes the following actions:

- Developing clear job descriptions and employee performance plans which includes the key result areas (KRAs) and performance indicators.
- Selection of the right set of people by implementing an appropriate selection process.
- Negotiating requirements and performance standards for measuring the outcome and overall productivity against the predefined benchmarks.

- Providing continuous coaching and feedback during the period of delivery of performance.
- Identifying the training and development needs by measuring the outcomes achieved against the set standards and implementing effective development programmes for improvement.
- Holding quarterly performance development discussions and evaluating employee performance on the basis of performance plans.
- Designing effective compensation and reward systems for recognising those employees who excel in their jobs by achieving the set standards in accordance with the performance plans or rather exceed the performance benchmarks.
- Providing promotional or career development support and guidance to the employees.
- Performing exit interviews for understanding the cause of employee discontentment and thereafter exit from an organisation.

Therefore, performance management can be regarded as a proactive system of managing employee performance for driving the individuals and the organisations towards desired performance and results. It is about striking a harmonious alignment between individual and organisational objectives for the accomplishment of excellence in performance.

3. What are the Objectives of Employee Performance Management?

Performance management aims at developing individuals with the required commitment and competencies for working towards the shared meaningful objectives within an organisational framework. It is designed with the objective of improving both individual and organisational performance by identifying performance requirements, providing regular feedback and assisting the employees in their career development, as well as building a high performance culture for both the individuals and the teams so that they jointly take the responsibility of improving the business processes on a continuous basis and at the same time raise the competence bar by upgrading their own skills within a leadership framework.

The focus of performance management is on enabling goal clarity for making people do the right things at the right time. It may be said that the main objective of a performance management system is to achieve the capacity of the employees to the full potential in favour of both the employee and the organisation, by defining the expectations in terms of roles, responsibilities and accountabilities, required competencies and the expected behaviours. The main goal of performance management is to ensure that the organisation as a system and its subsystems work together in an integrated fashion for accomplishing optimum results or outcomes.

The major objectives of performance management are discussed below:

- To enable the employees towards achievement of superior standards of work performance.
- To help the employees in identifying the knowledge and skills required for performing the job efficiently as this would drive their focus towards performing the right task in the right way.
- Boosting the performance of the employees by encouraging employee empowerment, motivation and implementation of an effective reward mechanism.
- Promoting a two way system of communication between the supervisors and the employees for clarifying expectations about the roles and accountabilities, communicating the functional and organisational goals, providing a regular and a transparent feedback for improving employee performance and continuous coaching.
- Identifying the barriers to effective performance and resolving those barriers through constant monitoring, coaching and development interventions.
- Creating a basis for several administrative decisions strategic planning, succession planning, promotions and performance based payment.
- Promoting personal growth and advancement in the career of the employees by helping them in acquiring the desired knowledge and skills.

4. Why is Employee Performance Management Important?

A good performance management works towards the improvement of the overall organisational performance by managing the performances of teams and individuals for ensuring the achievement of the overall organisational ambitions and goals.

An effective performance management system can play a very crucial role in managing the performance in an organisation by:

- Ensuring that the employees understand the importance of their contributions to the organisational goals and objectives.
- Ensuring each employee understands what is expected from them and equally ascertaining whether the employees possess the required skills and support for fulfilling such expectations.
- Ensuring proper aligning or linking of objectives and facilitating effective communication throughout the organisation.
- Facilitating a cordial and a harmonious relationship between an individual employee and the line manager based on trust and empowerment.

Performance management practices can have a positive influence on the job satisfaction and employee loyalty by:

- Regularly providing open and transparent job feedback to the employees.
- Establishing a clear linkage between performance and compensation.
- Providing ample learning and development opportunities by representing the employees in leadership development programmes, etc.
- Evaluating performance and distributing incentives and rewards on a fair and equitable basis.
- Establishing clear performance objectives by facilitating an open communication and a joint dialogue.

- Recognising and rewarding good performance in an organisation.
- Providing maximum opportunities for career growth.

5. Benefits of Employee Performance Management

Managing employee performance facilitates the effective delivery of strategic and operational goals. Performance management gives organisations, particularly the managers, a specific set of parameters to make decisions and act in an active rather than passive mode. This allows them to take the initiative by making quick and effective decisions that positively impact their organisation's efficiency, profitability, and overall performance.

Decision-making is greatly simplified by performance management, as it provides a specific set of established parameters with which to make consistent and focused decisions that move the unit forward to the achievement of its goals. These parameters include:

- **Alignment of goals and objectives**
The overall purpose of performance management is the alignment of individual unit/department goals and activities with the overall goals and objectives of the company. The role of the manager is to ensure that all goals and activities of his or her individual employees directly contribute to the overall success of the unit. In this capacity, the manager establishes the individual goals and targets to assure that the overall objectives are obtained. Once this has been accomplished, any decisions to be made regarding the performance of individual employees must be made with each of their goals in mind. Managers are able to make decisions to ensure that every action and activity an employee makes advances him or her toward the accomplishment of their unit's goals.

This decision-making parameter prevents individual employees from becoming "loose cannons," ignoring their unit and company goals and performing in a way they view as expedient. It keeps the employees in line and focused. It also allows managers to fairly and consistently manage and evaluate individual performance against overall team goals.

- **Focus on the target market**

Most goals and objectives are designed to move the organisation forward, while maximising the utilisation of human and physical resources to enhance productivity, efficiency, and profitability. In this pursuit, organisations are increasingly gearing specific products and services to profitable niche markets where they can gain a competitive advantage.

The use of performance management techniques allows managers to redefine or refine the target market so that it is aligned with the objectives established by senior management. As a decision-making parameter, managers can guide and direct employees through plans to better focus their efforts on these intended niche markets.

As markets are increasingly more competitive, rapid changes and shifts in marketing strategies are often required. The use of performance management criteria allows managers to shift their people's focus and ensure all decisions they make are consistent with this impetus.

- **Guidance**

The organisation's mission statement, goals and objectives provide guidance to the manager and the basis for their performance management programme. Additionally, they provide managers with specific parameters with which to guide and direct their own actions and those of their employees, while also giving them the guidance they need when making decisions. There will be times when senior management may need to clarify issues and concerns, but the progression of goals and objectives should flow smoothly from senior management to the individual employee.

- **Benchmark for performance**

One of the keystones of performance management is the ability to benchmark the individual work of each employee. These provide managers with the tools to monitor and evaluate performance as well as the basis for any decisions and actions that must be made.

The specific performance of an employee influences all decisions a manager makes concerning that individual. An employee performing at a high level will be given more leeway in the decisions made about him or her since results are being produced. A poorly

performing individual will have more stringent decisions made about him or her.

- **Pinpointing performance problems**
The use of specific metrics in a performance management programme allows managers to make decisions regarding performance breakdowns. Initially, it allows the manager to pinpoint problems and take the proper corrective actions to immediately rectify them before they become major issues.
- **Providing focused feedback**
Performance management allows managers to make decisions and focus their feedback on issues directly related to the achievement of the individual employee's goals and objectives. Any other issues distracting the employee that do not contribute to the unit or department's performance can be quickly and effectively handled and eliminated.

6. Components of Employee Performance Management System

Any effective performance management system includes the following components:

- **Performance planning**
Performance planning is the first crucial component of any performance management process which forms the basis of performance appraisals. Performance planning is jointly done by the appraisee and also the reviewee in the beginning of a performance session. During this period, the employees decide upon the targets and the key performance areas which can be performed over a year within the performance budget, which is finalised after a mutual agreement between the reporting officer and the employee.
- **Performance appraisal and reviewing**
The appraisals are normally performed twice in a year in an organisation in the form of mid reviews and annual reviews which is held in the end of the financial year. In this process, the appraisee first offers the personal ratings in the self appraisal form and also describes his/her achievements over a period of time in quantifiable terms. After the self appraisal, the final ratings are provided by

the appraiser for the quantifiable and measurable achievements of the employee being appraised. The entire process of review requires the active participation of both the employee and the appraiser for analysing the causes of loopholes in the performance and ascertain how it can be overcome.

- **Feedback on the performance followed by personal counselling and performance facilitation**

Feedback and counselling is given a lot of importance in the performance management process. This is the stage in which the employee acquires awareness from the appraiser about the areas of improvements and also information on whether the employee is contributing the expected levels of performance or not. The employee receives an open and a very transparent feedback and along with this the training and development needs of the employee is also identified. The appraiser adopts all the possible steps to ensure that the employee meets the expected outcomes for an organisation through effective personal counselling and guidance, mentoring and representing the employee in training programmes which develop the competencies and improve the overall productivity.

- **Rewarding good performance**

This is a very vital component as it will determine the work motivation of an employee. During this stage, an employee is publicly recognized for good performance and is rewarded. This stage is very sensitive for an employee as this may have a direct influence on the self-esteem and achievement orientation. Any contributions duly recognised by an organisation helps an employee to cope with the failures successfully and satisfies the need for affection.

- **Performance improvement plans**

In this stage, fresh set of goals are established for an employee and new deadline is provided for accomplishing those objectives. The employee is clearly communicated about the areas in which the employee is expected to improve and a stipulated deadline is also assigned within which the employee must show this improvement. This plan is jointly developed by the appraisee and the appraiser and is mutually approved.

- **Potential appraisal**

Potential appraisal forms a basis for both lateral and vertical movement of employees. By implementing competency mapping and various assessment techniques, potential appraisal is performed. Potential appraisal provides crucial inputs for succession planning and job rotation.

Some of the essential pre-requisites, without which performance management system will not function effectively in an organisation, are:

- Should attract very high levels of participation from all the members concerned in an organisation. It should be a participative process.
- Top management support and commitment is very essential for building a sound performance culture in an organisation.
- Organisational vision, mission and goals should be clearly defined and understood by all levels so that the efforts are directed towards the realisation of organisational ambitions.
- Clear definition of the roles for performing a given job within the organisational framework which emanates from departmental and organisational objectives. The system should also be able to explain the linkages of a role with other roles.
- Open and transparent communication should prevail which will motivate the employees for participating freely and delivering high performance. Communication is an essential pre-requisite for a performance management process as it clarifies the expectations and enables the parties to understand the desired behaviours or expected results.
- Identification of major performance parameters and definition of key performance indicators.
- Consistency and fairness in application.
- A commitment towards recognition of high performance.
- Rewards and recognitions should be built within the framework of performance management framework.
- Proper organisational training should be provided to staff members based on the identification of

training needs from periodic evaluation and review of performance. This will motivate the employees toward superior performance.

7. Tools of Performance Management

The main tools of employee performance management are summarised as follows:

Performance appraisal

Many organisations operate performance appraisals regularly, usually annually, during which an individual's manager assesses performance, potential and development. The perceived defects of traditional appraisal systems, often conducted on a top-down basis, has arguably driven the development of more rounded concepts of performance management and performance appraisal in recent years.

360 degree feedback

An alternative approach to traditional appraisal arrangements based on line manager assessment is the use of 360 degree feedback. This system is a form of performance appraisal based on the collection of performance data from a number of sources, typically including people who report to the individual, peers (team colleagues or others in the organisation) and internal and external customers, in addition to the line manager.

Learning and development

Employee development is the main route to improved organisational performance, which in turn requires an understanding of the processes and techniques of organisational, team and individual learning. Performance development reviews may be regarded as learning events, during which individuals can be encouraged to think about how and in which ways they want to develop. This can lead to the drawing up of a personal development plan (PDP) setting out the actions they propose to take (with the help of others, not least their managers) to meet their development needs.

To keep learning and development discussions separate from reviews of performance linked to pay (with the aim of enhancing frankness), development reviews may be held at different times to the annual pay review date, for

example, on the individual anniversary of joining an organisation.

Increasing emphasis on talent management also means that many organisations are re-defining performance management to align the approach to the need to identify, nurture and retain talent. Modern development programmes often reflect the needs of succession plans and seek to foster leadership skills.

Objectives and performance standards

Many organisations set performance objectives or goals to be accomplished by individuals, departments and the organisation over a period of time. These can be expressed as targets to be met (such as sales levels) or as tasks to be completed by specified dates. They may be directly work-related, referring to results to be attained, or personal, taking the form of developmental objectives for individuals.

Whatever their nature, objectives need to be clearly defined and to be agreed with individuals. They should relate to the overall purpose of the job and defined performance areas (that is all the aspects of the job that contribute to achieving its overall purpose) with specific targets then set for each performance area.

Alongside objectives are performance standards. They are used when it is not possible to set time- or volume-based targets, or when there is a continuing objective that does not change significantly from one review period to the next and is a standing feature of the job. These should be spelled out in quantitative terms if possible, for example, meeting defined standards of accuracy.

Measurement

For performance to be managed effectively, individuals must know the basis on which their performance will be measured. Measures should be transparent and applied fairly across the organisation. Ideally there should be a mix of individual and team measures, and measures relevant to both inputs and outputs.

The following are some examples of performance measures. Please note that they are by no means exhaustive, as performance measures are highly contextual and often job-specific.

Individual output measures could include:

- achievement of pre-set objectives (such as reducing wastage by a specified percentage)
- achievement against agreed standards of performance, which might involve descriptions or rankings such as 'excellent', 'good', 'satisfactory' or 'poor' performance
- specific instances of performance, such as commendations received for particular pieces of work.

Examples of individual input measures are:

- competence
- skills and experience and the extent to which new skills are applied in the job
- potential to develop and/or acquire new skills and progress to next career level
- behaviours associated with developing and knowledge sharing
- communication skills and other traits that enhance team roles.

Team measures include:

- individual contribution to the team through involvement in cross-team projects
- support for other team members to achieve their objectives
- participation in cross-organisation initiatives, for instance by providing timely input
- understanding of team role
- engagement scores.

8. Performance Management and Rewards Practices

An effective reward system should be linked with the performance development system, which focuses on performance-based pay and offers ample learning opportunities along with a healthy work environment. Variable pay can play a crucial role in boosting the performance of the employees, especially the star performers, instead of the fixed pay packages. Few such reward practices may take the forms of gain sharing, bonuses, team based incentives, profit sharing and equity based incentive awards.

An efficient management of reward system may have a beneficial effect upon performance in several ways – instilling a sense of ownership amongst the employees, may facilitate long term focus with continuous improvement, reduces service operating costs, promotes team work, minimises employee dissatisfaction and enhance employee interest in the financial performance of the company.

Rewards can be an important source of motivation for the employees but only if it is administered under the right conditions. Some strategies which improve the effectiveness of rewards are given below:

- Linking rewards with the performance.
- Implementing team rewards for the interdependent jobs.
- Ensuring that the rewards are relevant.
- Ensuring that the rewards are valued by the employees.
- Checking out for the undesirable consequences of administration of any reward practice.

Besides monetary rewards, the contemporary employees may desire for non-monetary rewards which may be in the form of better career opportunities, skills development and recognition programmes.

Case Study

Tesco

Tesco, a British-based international grocery and general merchandising retail group, is one of the world's most successful companies, which has delivered impressive performance. It is the largest private sector employer in the United Kingdom, and their global success is based on giving customers what they want. Tesco makes it very clear that its philosophy, "Every little helps" is more than just words or a marketing slogan. Based around the philosophy, it has created two key values which are seen as their central code of conduct, and the way it does business. The two key values are: "no one tries harder for customers"; and "treat people how I like to be treated".

"No one tries harder for customers"

The aim of this value is to "instil a customer focus in everything people do". As part of this, Tesco aims to understand customers better than anyone else and therefore deliver unbeatable value and service.

"Treat people how I like to be treated"

Tesco wants its employees to be well managed and to work in an environment that is based on trust and respect. The company has learnt over the years that well motivated and managed staff will give customers great service.

The Performance Management Framework

Chief Executive, Sir Terry Leahy, made it clear that in order to deliver on its strategy of growth, the organisation needed a clear direction, a map and a compass. The management team decided to create a performance management framework that would provide the map, and outline the key strategic objectives of the company. Together with this, it created key performance indicators to act as the compass enabling the organisation to check whether it was on track or not. The main purpose of the performance management approach was to help steer the organisation to success. Tesco decided to name its performance framework the Corporate Steering Wheel.

The Corporate Steering Wheel



The Corporate Steering Wheel provides strategic focus by communicating what matters the most in a simple and easy to understand framework. It comprises 20 corporate objectives across five perspectives. The perspectives are arranged in a circle around the central philosophy of "Every little helps" and the two values of "No one tries harder for customers" and "Treat people how I like to be treated". The figure above shows the Corporate Steering Wheel with the respective objectives.

Tesco's CEO says that "having objectives across these five perspectives allows Tesco to be balanced in its approach to performance". Today, the Steering Wheel creates a shared language, a shared way of thinking and a common blue print for action. Tesco maintains that "throughout all their businesses across the world they measure their performance through the Steering Wheel, whether they work in distribution, head office or in stores. This helps maintain focus and balance in what counts to run each of their businesses successfully, be it wage costs or whether customers can get everything they want".

Cascading and communicating the strategy

Because the Steering Wheel captures the key strategic objectives of the company in one easy to understand picture, it is a powerful way of communicating strategy to all staff. When the Steering Wheel was first introduced the company conducted a number of “town hall meetings” to explain the strategy. The CEO insisted on conducting these meetings himself which were seen as a way to personally engage staff in the stores. It allowed Sir Terry Leahy to explain the strategy face-to-face and gave staff the chance to ask questions in an interactive way.

Tesco also produced little notes called “shopping lists” to highlight the key strategic objectives for each perspective. These were handed out and printed as posters for the stores. Similar to real shopping lists, they act as reminders about what is important.

Today, every store and every company within the Tesco group has their own Steering Wheel to manage performance. This puts the people on the ground in control. The Steering Wheel has been translated into different languages to ensure it is used to engage frontline staff in all countries Tesco is operating in.

Making strategy everyone’s job

Sir Terry Leahy not only pushed the implementation of the performance management framework, he also made another change which many would see as controversial: he closed the strategy department. His reason for this was that he did not want only one department or one leader who is seen as responsible for strategy and performance; he wanted thousands of leaders who live and understand strategy.

Engaging people in performance

Sir Terry Leahy has no doubt that implementation matters, not just strategy. He maintains that training and education are essential to ensure people understand how they can contribute. To that end, Tesco created a local Steering Wheel template for stores to engage staff, facilitate a local discussion and capture local challenges. The template asked what is good and not so good for each of the five perspectives and most importantly how individuals can help to improve it. This simple template engages people in performance and makes them think about how they can improve performance. In addition to capturing the ideas of front line staff it allows the store manager to write a message in the bottom field.

Creating a performance culture

Tesco wanted to establish a culture in which everybody feels responsible for performance. Where staff come up with new ideas and where they are allowed to challenge and improve performance. Sir Terry Leahy says that “people must not hold in knowledge and need to share thoughts and information” and “Tesco has to take risks to be successful. This means allowing people to be wrong”.

Measuring performance – The pragmatic way

Tesco has many performance indicators but as Sir Terry Leahy says “the danger is to look at them in isolation and out of context”. Tesco tries to “put them into context and pay a lot of attention, regular attention, to the indicators that matter the most to its business”. Tesco’s philosophy is not to answer every conceivable question with their performance data but only those that help to answer the critical and most important questions.

Tesco always stressed it needed practical insights. Instead of building the largest data base it could, pragmatism ruled and the goal was to build the smallest data storage that would give useful information. When it comes to performance data, managers talk about professionalism and not perfectionism. A good example is the fact that the company is happy to look at just a 10 percent sample of the data to identify key issues and then investigate it further using larger data sets for the questions that actually matter to customers and the business.

Having the right performance data and the ability to analyse that data are the keys to good management insights and evidence-based decision making. They help to answer the ‘big’ questions and put performance data into context.

Tesco has demonstrated that keeping it simple can be a powerful approach to managing corporate performance.

It has demonstrated three important aspects:

1. By keeping the performance framework simple and easy to understand, it is able communicate what matters the most to everyone in the company.
2. By creating simple tools such as the Local Steering Wheel Template and the Shopping Lists, it is able to engage people in performance and

delegate responsibility for performance improvements to front line staff.

3. By not measuring everything it could and instead focusing only on the data that will provide relevant insights Tesco is able to deliver improvements that benefit customers and its business.

Recommended Readings

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

Books are available at the Lee
Kong Chian Reference Library.

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SINGAPORE PRODUCTIVITY ASSOCIATION

The Singapore Productivity Association (SPA) was set up in 1973 as an affiliated body of the then National Productivity Board, now SPRING Singapore. Its objective is to promote the active involvement of organisations and individuals in the Productivity Movement and to expedite the spread of productivity and its techniques.



SINGAPORE
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CPP Course Syllabus	
CPP	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 Businesses • 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 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: Innovation & Service Excellence (Duration: 3 days)</p> <ul style="list-style-type: none"> • Knowledge Economy & Innovation • Service Excellence • Team Excellence 	<p>Module 3: Innovation & Service Excellence (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 start 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

The schedule of our next runs is as follows:

CPP Schedule:

May - June 2012		
Date	Module	Time
Wednesday, 30 May 2012	Module 1	9-5 pm
Friday, 1 June 2012	Module 2	9-5 pm
Wednesday, 6 June 2012		9-5 pm
Friday, 8 June 2012		9-5 pm
Wednesday, 13 June 2012		9-5 pm
Friday, 15 June 2012	Module 3	9-5 pm
Wednesday, 20 June 2012		9-5 pm
Friday, 22 June 2012		9-5 pm
	Module 4	9-5 pm

CPP (Retail) Schedule:

May - June 2012		
Date	Module	Time
Wednesday, 30 May 2012	Module 1	9-5 pm
Friday, 1 June 2012	Module 2	9-5 pm
Wednesday, 6 June 2012		9-5 pm
Friday, 8 June 2012		9-5 pm
Tuesday, 12 June 2012	Module 3	9-5 pm
Thursday, 14 June 2012		9-5 pm
Tuesday, 19 June 2012		9-5 pm
Friday, 22 June 2012	Module 4	9-5 pm

Core Faculty Members

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 businesses 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 organisations 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 businesses 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 businesses in improving productivity, quality control and business excellence, including organisations such as Cycle & Carriage, Motorola, PUB and DBS. 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.

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 Asian cities such as Seoul and Beijing.

For registration or more information, write to us at CPP@spa.org.sg.

Alternatively, you could also contact our secretariat:

Ms. Leanne Hwee

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