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IMPACT Framework

1. Overview

Successful productivity management is key to the survival of an organisation in today's context of a highly competitive environment. Productivity management involves employees of all levels. It is a journey of continuous improvement, and aims to effectively increase the productivity of an organisation.

In June 2010, SPRING Singapore launched the Productivity@Work portal, which comprises "easy-to-understand productivity concepts, simple tools and other useful resources on productivity that businesses can tap on". The portal is aimed at enabling SMEs in Singapore to acquire and explore the basic concepts of productivity, and to calculate their productivity. It also presents introduces the Integrated Management of Productivity Activities (IMPACT) framework, which aims to guide businesses in managing their productivity.

2. Productivity: Driving Economic Growth

2.1 What is Productivity?

$$\text{PRODUCTIVITY} = \begin{array}{|c|} \hline \text{EFFICIENCY} \\ \hline \end{array} + \begin{array}{|c|} \hline \text{EFFECTIVENESS} \\ \hline \end{array}$$

$$= \begin{array}{|c|} \hline \text{DOING} \\ \text{THINGS RIGHT} \\ \hline \end{array} + \begin{array}{|c|} \hline \text{DOING THE} \\ \text{RIGHT THINGS} \\ \hline \end{array}$$

SPRING Singapore. (2010). *A guide to integrated management of productivity activities (IMPACT)*. Retrieved August 14, 2010, from http://productivity.business.gov.sg/en/doc/Guidebook_Integrated_Management_of_Productivity_Activities_IMPACT.pdf

Productivity is the ratio of output to input, which also measures the efficiency and effectiveness in which an organisation uses inputs, such as labour and capital, to produce outputs, such as goods and services. Alan Greenspan, Ext-Chairman of the Federal Reserve of the United States, defined productivity as "the goods and services produced from each hour of work, [and] is the magic elixir of economic progress."

Productivity is a key source of economic growth and competitiveness. It is also one of the main factors that define the success of an organisation. Productivity is all about “doing things right” and “doing the right things”, to achieve maximum efficiency and value. It measures the ability of the organisation in converting available resources into profitable services or goods.

2.2 Why is Productivity Important?

Productivity impacts economic growth. Hence, a rise in productivity levels keeps the economy growing.

The importance of productivity is summed up below.

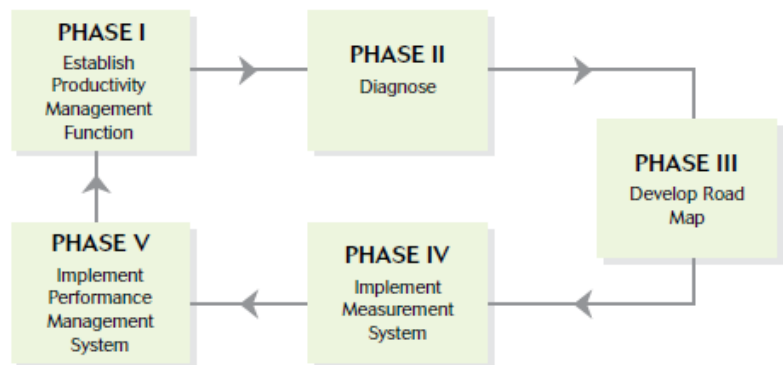
- Productivity increases the rate of low cost per unit, thus resulting in lower price of their products or services. This helps organisations in retaining their competitive advantage.
- Productivity helps organisations in measuring their strengths and weaknesses, alongside the threats and opportunities that the market brings. It allows organisations to work on their weaknesses and explore new opportunities.

2.3 How to Increase Productivity?

There are many ways to increase productivity. While innovation is one of the key drivers of productivity, leadership and competency of the management also plays a part. Organisations could also invest in new machineries and equipments, or send their employees for training to acquire new knowledge or upgrade their current skills.

3. Integrated Management of Productivity Activities (IMPACT) Framework

The Integrated Management of Productivity Activities or IMPACT framework is developed by SPRING Singapore. The framework is designed to assist organisations in managing their productivity in a systematic manner. It comprises key steps, tools and productivity levers to address as one embarks on productivity improvement initiatives. The IMPACT framework complements the business excellence framework, which assists organisations in strengthening their management systems and processes, to achieve high business performance.



SPRING Singapore. (2010). *A guide to integrated management of productivity activities (IMPACT)*. Retrieved August 14, 2010, from http://productivity.business.gov.sg/en/doc/Guidebook_Integrated_Management_of_Productivity_Activities_IMPACT.pdf

3.1 Phase I: Establish Productivity Management Function

There are three steps that could be undertaken to establish a productivity management function.

Step 1: Establish a Productivity Management Structure

Commitment and focus from the top management is essential in ensuring the good management of productivity. Thus, a dedicated organisational structure must be put together to facilitate the productivity

improvement effort. The structure is dependent on the organisation's needs, size and characteristics.

It may be:

- A productivity management unit, headed by a productivity manager who reports directly to senior management; or
- A cross-functional team comprising productivity coordinators appointed from the various operational units.

Productivity Manager

The typical scope of work of a productivity manager includes planning, coordinating, controlling and monitoring of productivity programmes within the organisation. The productivity manager is also expected to work with all management levels to meet the productivity goals and objectives that have been put in place.

Attributes of a Productivity Manager

Knowledge

- Well-versed in productivity concepts, frameworks and tools
- Prior knowledge or relevant experience in the organisation's sector of work

Abilities and skills

- Good people management and negotiation skills
 - Strategic view of the organisation's productivity objectives
-

Key Responsibilities of a Productivity Manager

Establish structure, responsibilities and accountabilities

- Review current reporting structures and assess if it is suitable for productivity management accountability
 - Assess the need for a productivity management committee or unit within the organisation
 - Establish productivity accountability at different management levels
 - Decide process of setting overall productivity goals
-

Mobilise employees

- Educate employees on:
 - (i) Meaning and scope of productivity, its benefits and how it can be improved and measured
 - (ii) Role of every employee and how to adopt a positive mindset towards productivity initiatives
- Communicate to employees on:
 - (i) Organisational objectives in productivity
 - (ii) Organisation's targets and overall direction and strategy to achieve its productivity objectives
- Involve employees at different levels in the productivity drive by:
 - (i) Engaging them throughout the whole productivity journey – planning, development of measures and implementation of initiatives
 - (ii) Showing them the impact of their efforts in improving productivity and the consequent benefits

Manage and facilitate productivity improvements

- Diagnose
 - (i) Assess performance in relation to the key productivity levers
 - (ii) Identify areas for improvement and productivity levers to address
- Develop road map
 - (i) Work out action plan to address findings from diagnosis
 - (ii) Set targets and assign responsibilities
 - (iii) Monitor progress of actions taken

Establish productivity measurement system and performance management system

- Identify and implement measures to track productivity performance against targets and benchmarks
- Identify and implement employee incentive schemes to motivate employees

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Step 2: Set Overall Productivity Goals

Productivity goals should be set, in line with and integrated into the organisation's long-term strategic plans. Key performance indicators (KPIs) and targets also need to be identified and developed to ensure that the productivity goals are satisfied.

Step 3: Garner Participation and Commitment

A harmonious and open corporate culture is essential to continuous productivity improvement, which can be achieved through the following:

- **Commitment from the top management**
The top management sets the direction for the organisation. Senior leadership plays a crucial role for the success of any productivity plan. This commitment can be expressed and communicated to employees through direct communication. Employees should be informed on the organisation's productivity goals and strategies and the allocation of resources for productivity improvement.
- **Communication and creation of awareness**
It is important for all employees to have a clear understanding of the productivity concepts, the organisation's productivity goals and how these goals would benefit both the organisation and themselves. Employees need to be "armed with the right tools" to improve their productivity and know how they can contribute to the productivity journey. Hence, it is important to establish open communication channels between departments, employees and management. This would further facilitate the exchange of knowledge, ideas and information, while creating trust and engaging employees.
- **Mobilisation of employees**
Each employee has a role in the organisation's productivity effort. They should be involved from the setting of targets and development of initiatives, to the measurement and management of productivity performance. Their involvement would help to foster commitment and provide them with a sense of ownership.

3.2 Phase II: Diagnose

A thorough understanding of the organisation's current situation is essential for the effectiveness of any productivity intervention. This could be done through a productivity diagnosis, which would assess the organisation's "state of health", highlight its strengths and weaknesses, and recommend areas for improvement.

A productivity diagnosis covers:

- A qualitative assessment of the organisation's performance in relation to the productivity levers.
- A quantitative assessment of the organisation's performance based on certain key indicators that are linked to the various productivity levers.

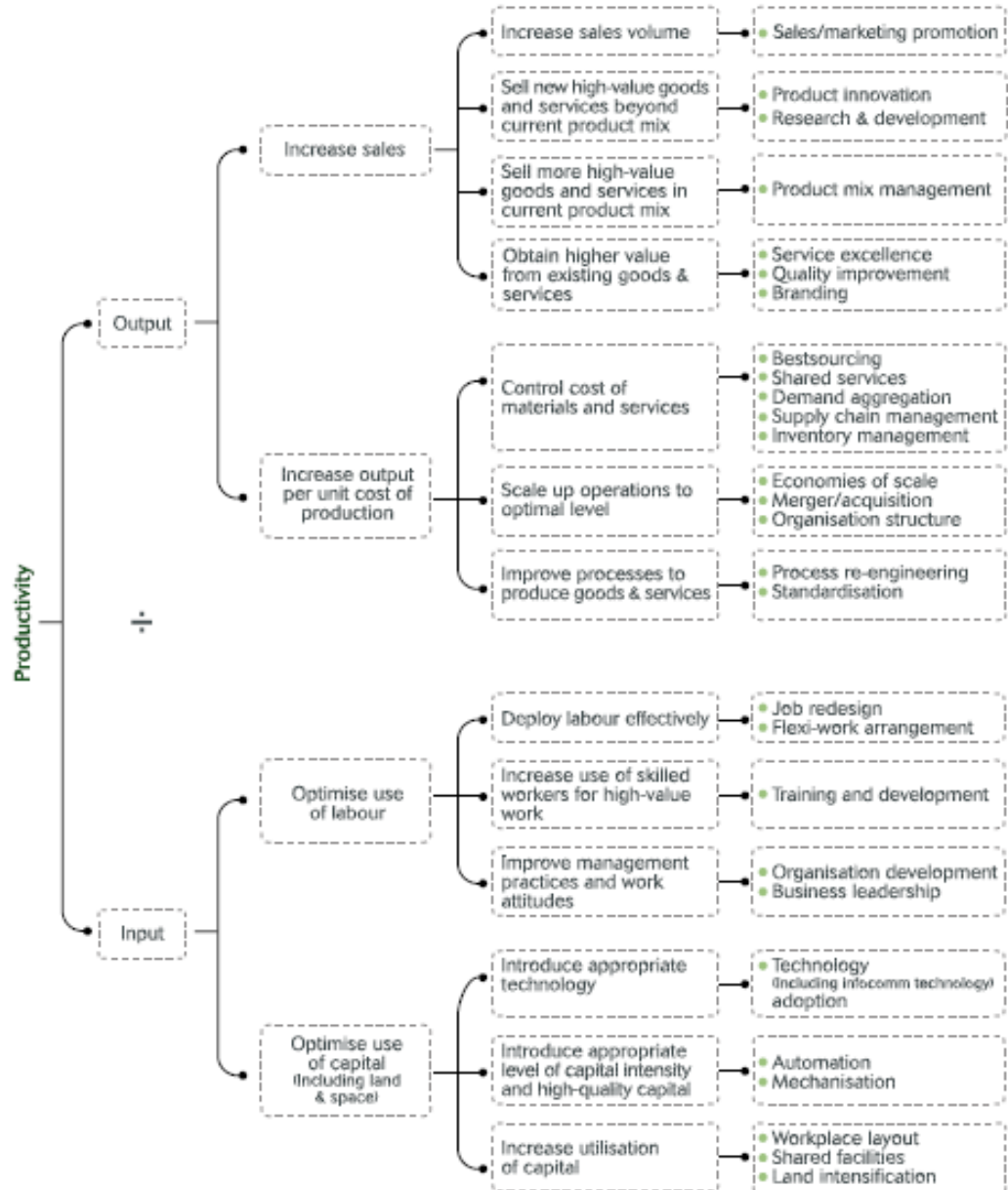
These assessments are undertaken specifically to:

- Measure the gap between the current situation and the productivity goals set by the organisation.
- Identify the organisation's strengths and weaknesses.
- Determine the underlying causes of the gaps (for the weak areas).
- Determine areas for improvement.

Qualitative Assessment of Performance

The following figure shows the key levers that affect productivity, which do not operate in silos. Improvements made to one lever require complementary action on the other levers for it to be effective. Similarly, weakness in one level would impact on other levers.

These levers are areas or actions that the organisation could focus on to improve productivity significantly.



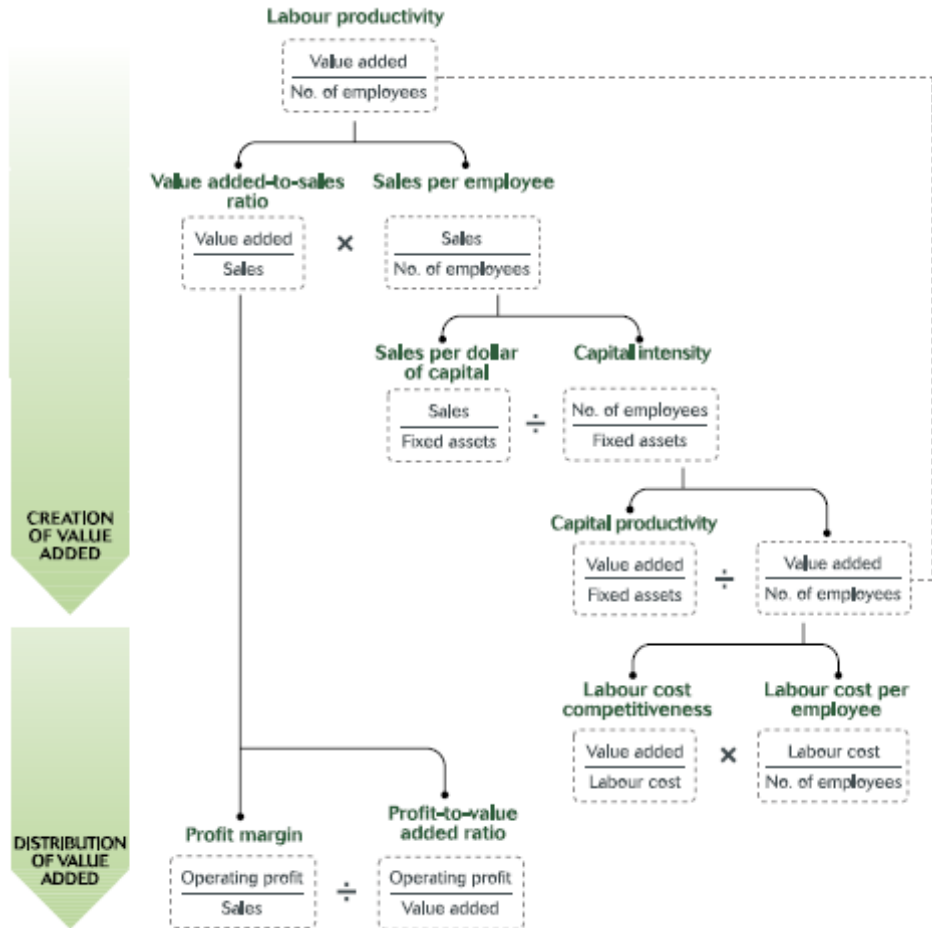
SPRING Singapore. (2010). *A guide to integrated management of productivity activities (IMPACT)*. Retrieved August 14, 2010, from [http://productivity.business.gov.sg/en/doc/Guidebook Integrated Management of Productivity Activities IMPACT.pdf](http://productivity.business.gov.sg/en/doc/Guidebook%20Integrated%20Management%20of%20Productivity%20Activities%20IMPACT.pdf)

Quantitative Assessment of Performance

Listed below are ten common indicators that are used to gauge an organisation's productivity performance:

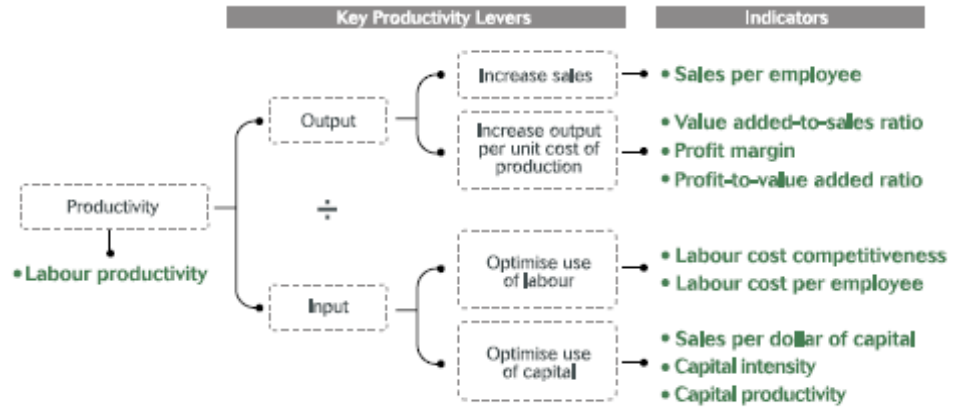
- (i) Labour productivity
- (ii) Sales per employee
- (iii) Value added-to-sales ratio
- (iv) Capital productivity
- (v) Sales per dollar of capital
- (vi) Capital intensity
- (vii) Labour cost competitiveness
- (viii) Labour cost per employee
- (ix) Profit-to-value added ratio
- (x) Profit margin

The following figure shows some of the key productivity indicators that are commonly used to diagnose and organisation's productivity performance, from the angles of both creation and distribution of value added and to compare it against other organisations. While these indicators may provide a good analysis of the organisation's overall performance, it should also measure the performance of the operational units and functions, which are further discussed in Phase IV.



SPRING Singapore. (2010). *A guide to integrated management of productivity activities (IMPACT)*. Retrieved August 14, 2010, from http://productivity.business.gov.sg/en/doc/Guidebook_Integrated_Management_of_Productivity_Activities_IMPACT.pdf

The figure below shows how the key productivity indicators are linked to the key productivity levels.



The definitions and significance of the indicators are summarised below.

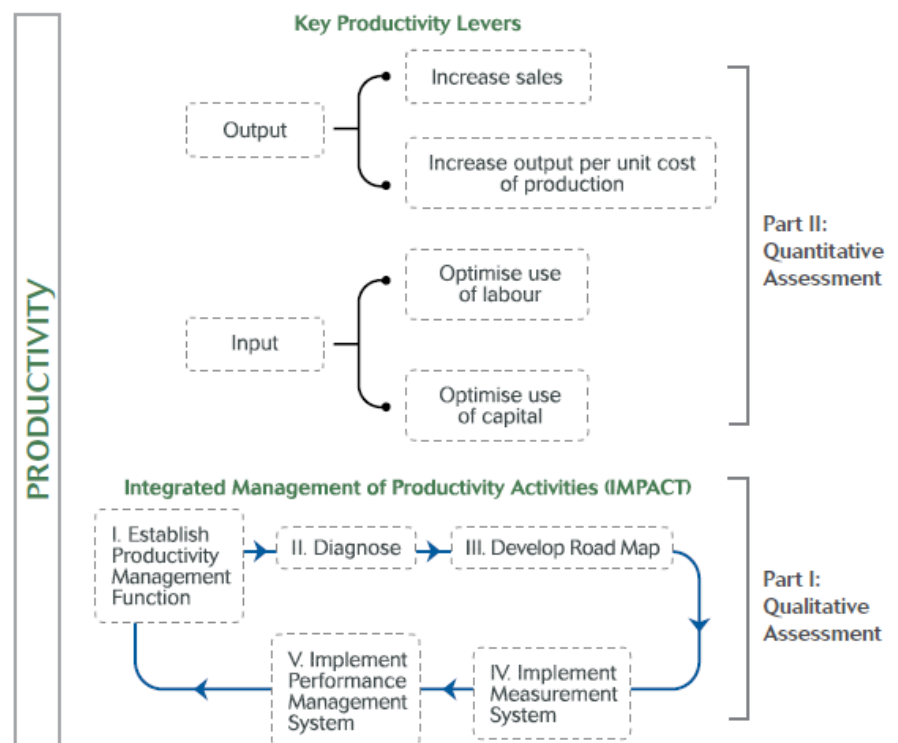
Indicator	What it measures
A) Productivity	
1. Labour productivity	Efficiency and effectiveness of employees in the generation of value added
B) Increase sales	
2. Sales per employee	Efficiency and effectiveness of marketing strategy
C) Increase output per unit cost of production	
3. Value added-to-sales ratio	Proportion of sales created by the organisation over and above purchased materials and services
4. Profit margin	Proportion of sales left to the organisation after deducting all costs
5. Profit-to-value added ratio	Operating profit allocated to the providers of capital as a proportion of value added
D) Optimise use of labour	
6. Labour cost competitiveness	Efficiency and effectiveness of the organisation in terms of its labour cost
7. Labour cost per employee	Average remuneration per employee
E) Optimise use of capital	
8. Sales per dollar of capital	Efficiency and effectiveness of fixed assets in the generation of sales
9. Capital intensity	Extent to which the organisation is capital-intensive
10. Capital productivity	Efficiency and effectiveness of fixed assets in the generation of value added

SPRING Singapore. (2010). *A guide to integrated management of productivity activities (IMPACT)*. Retrieved August 14, 2010, from http://productivity.business.gov.sg/en/doc/Guidebook_Integrated_Management_of_Productivity_Activities_IMPACT.pdf

Productivity Diagnostic Tool

Presented below is an example of a simple diagnostic tool. It allows organisations to conduct qualitative and quantitative assessment, in which the findings from both assessments should be taken in totality before deciding on the course of action to pursue.

IMPACT Assessment



SPRING Singapore. (2010). *A guide to integrated management of productivity activities (IMPACT)*. Retrieved August 14, 2010, from [http://productivity.business.gov.sg/en/doc/Guidebook Integrated Management of Productivity Activities IMPACT.pdf](http://productivity.business.gov.sg/en/doc/Guidebook%20Integrated%20Management%20of%20Productivity%20Activities%20IMPACT.pdf)

The IMPACT assessment is used as a first-level diagnosis of the organisation's productivity performance. The diagram presented above shows that organisation's productivity performance is dependent on key productivity levers, supported by an integrated management of productivity activities. Through this assessment, it would help organisations to gauge the effectiveness of their productivity management function,

identify the key productivity levers to address and recommend areas for improvement.

There are three parts of the assessment, which should be conducted by the senior management or productivity managers:

Part I: Qualitative assessment of the organisation's productivity management function and productivity levers.

Part II: Quantitative assessment of the organisation's productivity performance based on the key productivity indicators.

Part III: Overall assessment and recommendations based on the findings from Parts I and II.

More information on the IMPACT assessment can be obtained from the following website:

http://productivity.business.gov.sg/en/doc/Guidebook_Integrated_Management_of_Productivity_Activities_IMPACT.pdf

3.3 Phase III: Develop Road Map

Once the diagnosis is completed, the productivity road map or action plan should be developed, based on the findings obtained. The road map would direct specific activities towards the organisation's productivity goals in a coordinated and systematic manner.

Components of Productivity Road Map

What affects productivity?

- Identify the specific actions that need to be taken in relation to the findings from the diagnosis.
- Spell out the key performance indicators, targets and deliverables for the actions to be taken.

Who affects productivity?

- Identify the units or individuals who will carry out the actions.
 - Assign responsibilities and accountabilities to the parties identified.
-

When are the activities to be undertaken?

- Set milestones and timelines for the actions to be taken.

Template for Productivity Road Map

There are various templates that could be adopted to draw up the productivity road map. An example is shown in the figure below.

Productivity Lever	Improve processes to produce goods and services
Goal	Reduce time taken to serve a customer
Departments-in-charge	Lead: Operations Department Supported by: <ul style="list-style-type: none"> Kitchen Department Human Resources Department IT Department

Key Performance Indicator	Current Performance	Target / Deliverable	Strategy & Programme	Timeline	
				Milestone	Deadline
<ul style="list-style-type: none"> Average daily seat turnover (number of times a seat is used by different individuals in a day) 	<ul style="list-style-type: none"> 6 	<ul style="list-style-type: none"> 8 	1. Explore electronic ordering systems	<ul style="list-style-type: none"> Review ordering process Explore different electronic ordering systems Submit recommendations 	<ul style="list-style-type: none"> November 2010 November 2010 December 2010
<ul style="list-style-type: none"> Preparation time per meal 	<ul style="list-style-type: none"> 15minutes 	<ul style="list-style-type: none"> 8minutes 	2. Implement 5S to reduce waste and standardise procedures	<ul style="list-style-type: none"> Review food preparation processes Identify areas for improvement Propose changes 	<ul style="list-style-type: none"> November 2010 November 2010 December 2010
<ul style="list-style-type: none"> Waiting time (time taken before an order is filled) per meal served 	<ul style="list-style-type: none"> 20minutes 	<ul style="list-style-type: none"> 10minutes 	3. Implement customer service improvement programme	<ul style="list-style-type: none"> Conduct customer satisfaction survey Conduct mystery audit 	<ul style="list-style-type: none"> December 2010 January 2011

SPRING Singapore. (2010). *A guide to integrated management of productivity activities (IMPACT)*. Retrieved August 14, 2010, from http://productivity.business.gov.sg/en/doc/Guidebook_Integrated_Management_of_Productivity_Activities_IMPACT.pdf

3.4 Phase IV: Implement Measurement System

It is important for productivity improvement initiatives to be complemented by a sound measurement system that forms an integral part of an organisation's management information system.

Productivity measures could be used to:

- Evaluate the effectiveness of action plans
- Monitor performance
- Set targets and formulate strategies
- Account to various stakeholders – customers, investors, employees, suppliers and funding agencies
- Link effort and reward for employees

Productivity Measurement

There are a variety of ratios that can be adopted to measure the performance of productivity for different operational units within the organisation. Organisations could identify how each of the department affects their overall performance through the adoption of an integrated approach to productivity measurement.

3.5 Phase V: Implement Performance Management System

Through productivity measurement, organisations would be able to tell how they are performing, and what further actions could be undertaken in the future. The next step is using these measures to manage productivity performance. Performance management covers two main areas:

- (i) Activities to monitor performance
- (ii) Activities to reinforce performance and motivate employees

Activities to Monitor Performance

Productivity Level and Growth

The productivity level, measured by the various productivity ratios, or the change in productivity level over time can monitor productivity performance of an organisation. Productivity level represents the efficiency and effectiveness of resource utilisation achieved at a given point in time. Also, comparison of productivity levels must be made between similar entities. Percentage is used to express the change in productivity levels over time, which indicates dynamism and the potential for achieving higher productivity levels. “An organisation with a consistently high productivity growth rate may overtake another with a negative growth rate, even if its current productivity level is lower”.

Comparison of Performance

Organisations need to compare their performance against some standard. This would highlight how well they are fairing in their productivity efforts. The comparison can be done across time and space, with external entities, such as benchmarks and organisations within the same industry, and within the organisation (between departments). Such comparisons would provide valuable information on the organisation’s relative standing vis-à-vis their competitors and the best-in-class performers.

Review and Feedback Mechanism

“Information on any organisation’s productivity performance is rendered useless if it does not lead to further improvements”. Hence, it is crucial to establish a review and feedback mechanism to gather valuable information for strategic planning and training purposes. The information should then be made readily available to all employees, to improve the performance of the organisation or unit they are in.

Activities to Reinforce Performance and Motivate Employees

Sustaining the productivity drive would need a clear link between rewards and achievements to be established. The “wealth generated by the organisation” should be distributed back to the contributors of the production process. Organisations should reward employees for

their efforts by linking their performance appraisals, staff recognitions and incentive schemes to productivity.

Productivity incentive schemes could shape the employees' behaviour and align their objectives with those of the organisation. It is important for employees to have a clear understanding of how they are being appraised, and the kind of performance that is recognised by the management.

Some examples of productivity incentive schemes are:

- **Recognition schemes**
Awards can be given out to individuals or teams to encourage continuous productivity improvements.
- **Productivity gain-sharing schemes**
The value added created by the organisation is shared with employees, based on a formula agreed upon by both management and employees.
- **Staff performance appraisal linked to productivity improvements**
Employees' contributions to productivity efforts are recognised in their performance appraisals. Good performers should be rewarded with higher bonuses or salary increments.

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

Books are available at the Lee Kong Chian Reference Library.

Recommended Readings

Christopher, W. F. (2001). *World-class quality and productivity: Fifteen strategies for improving performance*. Canterbury: Financial World Publishing.
[RBUS 658.4013 CHR]

Fernando, K. V. (2010). *Productivity and business success: Integrating productivity, process management and strategy for success in competitive markets*. Singapore; Strategy & Organizational Engineering (Asia Pacific) Pte Ltd.
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The Singapore Productivity Association Productivity Series

Certified Productivity Practitioner

FUNDED BY WDA! Please read on for funding details.

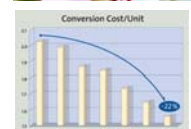
Why is Productivity Important?

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:

“We must shift to achieving GDP growth by expanding productivity rather than the labour force. We must boost productivity in order to stay competitive, upgrade the quality of jobs, and raise our people’s incomes. A slower growing workforce makes it all the more important for every enterprise to innovate to create more value, and to maximise the potential and performance of every worker.

Higher productivity leads to:



This shift to productivity-driven growth would require **major new investments in the skills, expertise and innovative capabilities of our people and businesses over the next decade.**”

The benefits from higher productivity are wide ranging:

- Increase in income / profitability.
- Lowering running costs / operational costs.
- Maximising the use of all of the company’s resources such as land, equipments / machineries, factory / space, workers, and etc.
- Gaining a greater share of the market.
- More cash flows mean more opportunity for the company to expand and grow.

Higher Standard of Living



Higher productivity

Higher productivity benefits everyone: Individuals, Enterprises & Country



What is the Certified Productivity Practitioner (CPP) Programme about?

One key investment by businesses would be the development of productivity managers to drive and implement productivity improvements in the company.

The Singapore Productivity Association has developed this course for the purpose of training managers to:

- analyse the productivity issues affecting their companies
- develop a solution (s); and
- implement improvements

The programme would be conducted in 2 parts:

Part 1 is an 8-day in-class component and comprises four modules:

- Module 1 – Understanding Productivity
- Module 2 – Productivity Tools, Techniques & Management Systems
- Module 3 – Innovation & Service Excellence
- Module 4 – Critical Success Factors

Part 2 would comprise 2 days of in-company project guidance:

Upon finishing Part 1, participants would embark on a company project to improve productivity in a specific area. Project guidance would be provided to help ensure that the solution(s) and plans are appropriately designed and delivered.

What would you learn?

At the end of the course you would:

- understand the key productivity concepts, including how productivity is measured
- know the relevance and types of tools available to improve productivity
- identify and develop a programme to address one productivity issue affecting your business
- understand the critical success factors for a sustainable productivity improvement culture in the company.

Who should attend?

This course is targeted at employees that are involved in developing, managing and implementing Productivity initiatives.

Targeted employees could include:

- Senior Managers
- Managers and Senior Executives
- Senior Supervisors

Participants should possess a minimum of GCE "A" level and at least 5 years of working experience.

Course Fees & Funding

As WDA provides funding for the course, participants need only pay the net fee as shown in the table below:

For SMEs:	Nett 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	Nett 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 from any single company.*

When would this be held?

The Programme would commence on Wednesday, 22 September 2010 from 9.00 am – 5.00 pm.

It would be held every Wednesday and Friday till 15 October 2010 at the same time.

Please contact Secretariat for information on subsequent runs or Ms Leanne Hwee at DID: 6375 0938; Email: leanne.hwee@spa.org.sg.

How to register or get more information?

To register, please fill out our **Registration Form** here:

<http://www.spa.org.sg/images/events/downloads/Registration%20Form%20-%20CPP.doc>

To request for a brochure, please fill out our **Expression of Interest Form** here:

<http://www.spa.org.sg/images/events/downloads/Expression%20of%20Interest%20Form%20-%20CPP.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

The Singapore Productivity Association Productivity Seminar

BASICS OF PRODUCTIVITY

Refresh • De-myth • Inform

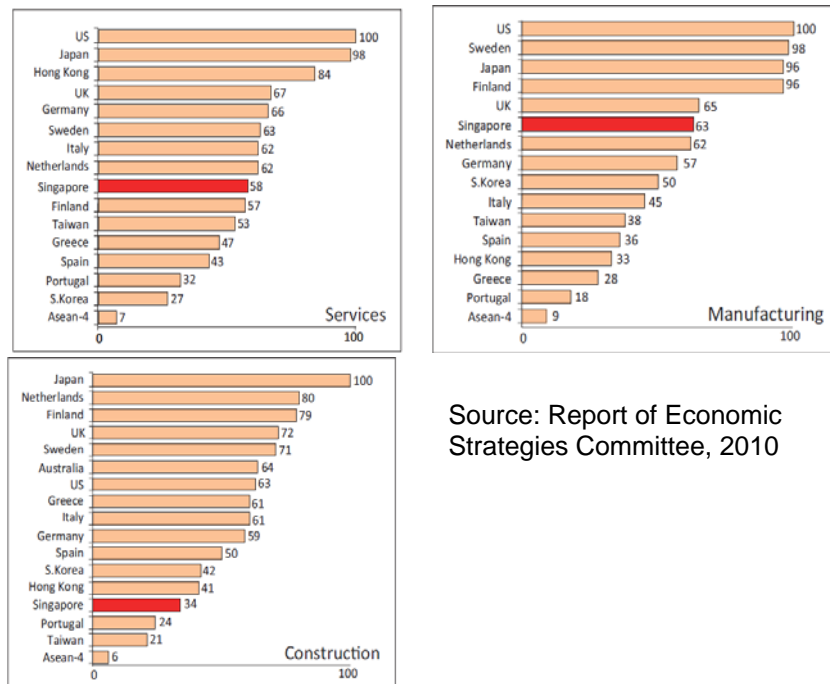
Why a Productivity Seminar?

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