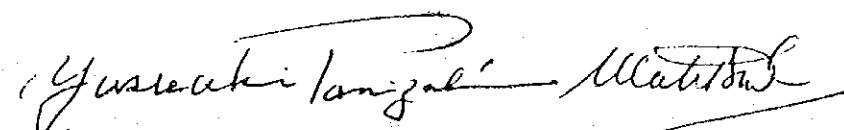


THE SUPPLEMENT TO THE RECORD OF DISCUSSIONS
BETWEEN THE JAPANESE TECHNICAL GUIDANCE TEAM
AND THE AUTHORITIES CONCERNED OF
THE GOVERNMENT OF THE REPUBLIC OF SINGAPORE
AND
THE ANNUAL WORK PLAN FROM APRIL 1986 TO MARCH 1987
ON THE JAPANESE TECHNICAL CO-OPERATION
ON THE PRODUCTIVITY DEVELOPMENT PROJECT
IN THE REPUBLIC OF SINGAPORE

THE JAPANESE TECHNICAL GUIDANCE TEAM ORGANISED BY THE JAPAN INTERNATIONAL CO-OPERATION AGENCY VISITED THE REPUBLIC OF SINGAPORE FROM APRIL 2 1986 TO APRIL 9 1986 FOR A SERIES OF DISCUSSIONS WITH THE NATIONAL PRODUCTIVITY BOARD IN RESPECT OF THE TECHNICAL CO-OPERATION PROGRAMME CONCERNING THE PRODUCTIVITY DEVELOPMENT PROJECT IN THE REPUBLIC OF SINGAPORE WITH REFERENCE TO THE RECORD OF DISCUSSIONS SIGNED ON JUNE 11 1983.

AS A RESULT OF DISCUSSIONS, THE JAPANESE TECHNICAL GUIDANCE TEAM AND THE NATIONAL PRODUCTIVITY BOARD AGREED TO SUPPLEMENT THE RECORD OF DISCUSSIONS WITH THE ATTACHED DOCUMENT AND BOTH PARTIES JOINTLY FORMULATED WITH REFERENCE TO I - 2 OF THE ATTACHED DOCUMENT TO THE RECORD OF DISCUSSIONS SIGNED ON JUNE 11 1983 THE ANNUAL WORK PLAN FROM APRIL 1986 TO MARCH 1987 AS ANNEXED HERETO.

SINGAPORE APRIL 8 1986



YASUAKI TANIZAKI
LEADER,
JAPANESE TECHNICAL
GUIDANCE TEAM
JAPAN INTERNATIONAL
COOPERATION AGENCY

MAH BOW TAN
CHAIRMAN,
NATIONAL PRODUCTIVITY BOARD

PDP SECOND PHASE PLAN

APRIL 1986

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1 BACKGROUND

The PDP Japanese Team of experts has been asked by Chairman of the National Productivity Board to submit a report on the restructuring of Technical Cooperation in PDP.

Almost two and a half years have passed since the Record of Discussion was signed by the Governments of Japan and Singapore in June 1983, which aimed to assist NPB in developing human resources through the improvement of the human aspects of productivity and thus contributing to the success of the productivity movement emphasised by the Government of the Republic of Singapore.

The first batch of Japanese experts covering various fields of activities were despatched to Singapore in October/November 1983 followed by an additional few experts, and the team of Japanese experts as well as JICA and other supporting organisations in Japan have obtained valuable experiences in the activities of the technology transfer of the Productivity Movement to Singapore during the past two years' attachment to NPB.

According to the Master Plan included in the Record of Discussion, the cooperation period of 5 years is divided into two phases : the 1st phase (preparation period, 3 years) is mainly for the designing of the basic plan for the promotion of the Productivity Movement and the training of NPB staff necessary for PDP and; the 2nd phase (development period, 2 years) is for various training activities of PDP conducted by Singapore instructors with technical advice and guidance from the Japanese experts.

Now the Japanese Team understands that the 1st phase of the preparation period is over with certain achievements, though there are some shortcomings due to unforeseen factors, and it is time to proceed into the 2nd phase with a more concrete action plan basing upon the past 2 years' experiences.

The Japanese Team also recognises that human resource development is a rather time-consuming process and it requires steady and persevering mutual efforts to achieve results; however, at the same time, productivity development activities should be closely linked to the immediate needs of the country.

To meet those two objective, ie long-term human resource development through the improvement of the human aspects of productivity and rather short-term productivity development of the Singaporean industries especially in the area of Quality, Cost and Delivery, the Japanese Team considers that, notwithstanding the strict interpretation of the Master Plan, more flexible application of its expertise will be essential for the successful achievement in the 2nd phase of the Technical Cooperation.

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In the Record of Discussion and the Master Plan, no clear concept is stipulated about the relation between the Japanese Technical Cooperation and the Japanese Economic Cooperation (Grant Aid) for PDP. However, it is quite obvious that for the Technical Cooperation activity proper coordination is a must with various kinds of training material (Software) and equipment for the Resource Centre and Occupational Safety and Health (Hardware) which are provided to Singapore by Japan under the Economic Cooperation Scheme of PDP.

Though the delivery of training manuals under the Grant Aid is delayed due to the trouble in English translation, training materials will be available soon. And in the Resource Centre, AV equipment of the 1st phase plan is under an operational condition. In the 2nd phase of the Technical Cooperation, a proper coordination plan with those Software and Hardware should be well established.

2 FUNDAMENTAL CONCEPTION

In order to restructure PDP Technical Cooperation, the Japanese Team considers that the fundamental conception of PDP is to assist in the institution building of NPB.

Institution building means the upgrading of NPB's capabilities in planning and implementing the Productivity Movement through providing advice and assistance for NPB staff.

The Japanese Team also considers that in order to achieve the institution building of NPB effectively the Japanese Team should mobilize its expertise as flexible as possible so that technology transfer can be successfully implemented.

In the process of pursuing the above-mentioned objective and transferring the productivity technology the following basic principles will be followed:-

a Human Aspect

PDP is basically the human resource development project and the importance of the human aspects cannot be over-emphasised in technology transfer.

b Quality, Cost & Delivery (QCD)

Emphasising the human aspects in the Productivity Movement is not sufficient. Japanese success clearly indicates that the bottom line of industries, ie quality, cost and delivery needs to be stressed.

c Japanese Experience

The strength of the Japanese industries is based upon the delicate balance of the human aspects and the bottom line of management. It is strongly felt by the Japanese Team that much more effort should be made to transfer this combination of these two aspects from Japan to Singapore.

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3 PDP ACTIVITIES IN TECHNICAL COOPERATION (2ND PHASE)

The Japanese Team considers that its limited resource should focus on the important issues and fields in order to facilitate an effective transfer of technology. Thus the Japanese Team has identified the two major pillars of PDP activities and a number of actual assisting methods and fields.

a Pillars of PDP Activities

The Japanese Team has identified training of trainers and upgrading of NPB staff's capabilities as the pillars of PDP activities which seems to be appropriate considering the basic objective of PDP.

b Assisting Methods & Fields

These pillars of PDP activities include the following concrete assisting methods and assisting fields which are closely interlinked:-

Assisting Methods

i Practical Guidance

Conducting training on the PDP courses, which we developed in Japan and some other courses developed by LTEs in Singapore, and providing advisory services for companies so that NPB staff involved can learn in the process of both training and advisory services.

ii Development of Training Materials

Development of training materials including cases and AV aids for the PDP courses. This also includes the development of materials for new courses which are not covered under PDP but required to fill the gap in NPB's total training.

iii Model Company Project & Pilot Company Project

The Model Company Project has been introduced to utilise the productivity development activity implemented by Model Companies to familiarise NPB staff with practical business scenes and pick up materials for cases in addition to the demonstration effect of introducing productivity improvement measures into these companies.

There are also immediate needs to promote productivity in SMEs. Therefore, the Pilot Company Project is set up to conduct diagnostic, advisory and training services for SMEs. Through those services, NPB staff will be able to practise various measures for productivity improvement, and to prepare case studies which will be useful for training.

iv Seminars/Workshops

Imparting knowledge and experience in various functional areas as speakers or panelists of NPB seminars/workshops.

v Preparation of Papers

Papers will be prepared on Japanese experiences concerning important issues in the Productivity Movement.

vi PDP Fellowship Training

NPB staff will be trained on the Japanese Productivity Movement in Japan and PDP courses under the fellowship programme. The practical experience through company attachment will be emphasised under the 2nd phase.

Assisting Fields

i MSD

NPB trainers should be trained for training managers and supervisors through PDP training manuals.

ii LMR

With the inclusion of important issues such as gainsharing and wages, NPB seems to need to restructure the framework of LMR activities. Transferring the Japanese experience in this field is increasingly essential.

iii QCC

As a useful means to promote participative management to improve efficiency at the shopfloor, QCC has to be further promoted.

iv IE & QC

The concepts and techniques of Japanese IE and QC can be of great help for the Singapore industries to improve quality, reduce cost and improve delivery. They have to be imparted through all available means including conferences, seminars/workshops, training and management services.

v TQC

TQC is increasingly popular in Singapore as an integrated approach to higher productivity. Transfer of the Japanese experience is crucial for the future development of TQC in the Singapore industries.

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vi Resource Centre

Capabilities of NPB staff in RC should be upgraded so that they can produce quality AV materials for training and productivity promotion.

vii AV Technology for Training

Capabilities of NPB in AV technology should be upgraded so that NPB can make learning and instructional process more effective and promote wide use of AV technology.

viii Productivity Measurement

An accurate measurement of productivity in a company is needed to assess the achievement in productivity improvement. This has also to be promoted through all the available means.

ix OSH

It must be repeatedly emphasised that OSH is the solid basis of any business operations. Without this, productivity improvement can easily be wiped out and this message should be transferred through the practical experience of Japan.

x SMEs

The Government of Singapore has recently shown a keen interest to upgrade the small and medium-sized industries. The Japanese experience in the development of SMEs including the modernisation of management and technology is also extremely valuable.

xi Consultancy

Management guidance is increasingly an area of importance to NPB and therefore NPB's capabilities in management consultancy in particular for SMEs have to be upgraded.

4 ESSENTIAL CHARACTERISTICS OF GOOD JAPANESE MANAGEMENT

Japan has started her productivity movement 30 years ago. Since that time, Japan has been learning the basic concept of productivity and the productivity techniques mostly from US and other western countries.

However, as it is recognised now, Japan has developed the productivity movement in a rather unique manner which is superior to her forerunners in some area.

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The fundamental distinction is that the management in Japan has always been keeping a close contact with actual working scenes or shopfloor. Through such practices, Japanese industries have evolved some essential characteristics as the vital elements of the human aspect of productivity.

Without them, the so-called Japanese management systems and techniques can never function properly.

These characteristics are:-

a Basics

Japanese industries attach tremendous importance to the basics of business operations (5S) at the workplace, including discarding unnecessary items (seiri - 整理), putting things in proper order (seiton - 整顿), cleaning the workplace (seiso - 清掃), keeping the workplace spotless and hygienic (seiketsu - 清潔), making employees disciplined and courteous (shitsuke - 躰). They are essential for producing quality products and services.

b Broad Job Description & Flexible Assignment

A broad job description and a flexible task distribution among group members are the key to job enlargement. They have a lot to do with teamwork too. The Japanese Team is beginning to believe that the introduction of Japanese management practices is very much depending on the successful implementation of these basic concepts.

c Teamwork

The inculcation of team spirit and practice of teamwork among Singaporeans are one of the important targets to achieve under PDP. The Japanese way of promoting teamwork in the Japanese industry may not be applicable in Singapore; however, there must be another way of promoting teamwork which is appropriate in Singapore.

d Initiative & Creativeness

It may be noted that Japanese management practices are neither really systematic nor very logical. The lack of a systematic framework is supplemented by the mental attitudes of employees such as initiative and creativeness. Extremely saying, well-established systems can even suppress initiative and creativity among employees and the Japanese industries can expect their employees to show initiative and creativeness partly due to the lack of well-established work systems.

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e **Work Ethics**

Excellent companies and their employees share a common feature of strictly observing work ethics. One of the objectives of induction training for new recruits in the Japanese industries is to ensure that they practise work ethics and in due course observing the work ethics will become their second nature.

f **Attentiveness & Alertness**

Effective employees in the Japanese industries are required to be always attentive and alert to the matters and/or customers they attend. This feature may be considered unique among the Japanese features and this is a lubricant necessary to get things done under the poorly systemised organisations and work environment.

If work systems are well-established in an organisation a high degree of attentiveness and alertness may not be necessary but Japanese firms do not function that way. The Japanese way of doing business is that employees have to exert a high degree of attentiveness and alertness within a loose and non-systematic work environment and it contributes, coupled with a high degree of initiative and creativity, to high performance.

Japanese are not good at preparing manuals. Although we understand the importance of standardisation and systematisation in an organisation, we prefer to be flexible enough to do work in our own way and introduce better methods. So far, the Japanese unique features have worked in favour of higher productivity.

g **Information Sharing**

It is pointed out that Singaporeans are not good at sharing information within an organisation. On the contrary, Japanese are considered good at information sharing within companies and this helps to a great extent to enhance teamwork and cooperative LMR. Why can Japanese readily share information between management and labour and among colleagues? There seems to be several reasons for this.

- i Information sharing between management and labour is a must for winning the union's (for employees') confidence.
- ii Participative management through labour management joint consultation does not really make sense unless important information of the company is shared between management and union.

iii The work system in a division or a unit requires information sharing in a Japanese firm, eg all group members share a room.

iv Teamwork is based on information sharing.

h Mutual Trust

Mutual trust is the basis on which cooperative LMR is based. In order to establish mutual trust management should take a first step to trust the union or employees, for which information sharing is essential.

Japanese experience shows that the accumulation of showing trust in daily activities is much more effective than a grand gesture or a lip service.

i Long-Term View

Japanese companies are known for their long-term view in running business and they make decisions to attain long-term prosperity and growth rather than maximum profit within a short period of time. This trait is partly attributable to the nature of manufacturing which is the main force of the Japanese industry and which takes a long time before return is expected.

This also may reflect the expectations of shareholders for their investment. In the case of Japan, the shareholders of large companies are financial institutions and other large companies which do not place much pressure on higher dividend.

Singaporean companies will have to employ more of long-term view in making decisions if we consider the need of Research & Development activities and mechanisation and automation.

5 IMPLEMENTATION OF PDP IN TECHNICAL COOPERATION

The implications of the shift in the structure of PDP will be:-

a Qualifications of LTEs & STES

In order to achieve tangible results in the areas which the Japanese Team considers important, LTEs and STES should be:-

- i experts on certain subjects or functional areas.
- ii persons with practical experience.
- iii persons who can effectively communicate in English or in exceptional cases, those who can achieve excellent tangible results even in Japanese.

- iv able to undertake training activities.
- v able to stay in Singapore long enough to achieve expected results.

b Assistance Fields

- | | |
|---------------------------------------|---|
| 1 Chief Advisor | * <u>Consultancy - how to build up a pool of competent consultants in Singapore</u> |
| 1 Coordinator | |
| 1 MSD & SME | |
| 1 LMR & Personnel Management | * <u>SMEs - how to address their problems in groups</u> |
| 1 QCC | |
| 2 IE, QC, Production Management & SME | |
| 1 OSH | |
| 1 Management Consultancy | |
| 2, RC | |
| <hr/> | |
| 11 Total | |
| == | |

6 PROPOSED PLANS FOR ASSISTING METHODS IN EACH FIELD BY THE LONG-TERM EXPERTS

i MSD

Practical Guidance

- 1 Conduct training sessions of the PDP courses which NPB trainers cannot perform.
- 2 Train NPB trainers through actual demonstration so that they can take over LTE's part after 3 runs.
- 3 Emphasis should be on the training activities for top and middle management.

Development of Training Materials

- 1 Develop training materials for non-PDP courses which are in need (example: SMEs).
- 2 Develop cases and other relevant training materials whenever and wherever necessary.

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Specific Company Project

- 1 Assist in the development and implementation of training-oriented model company projects.

Seminars/Workshops

- 1 Participate as a speaker in seminars/workshops whenever appropriate.
- 2 Emphasis should be on talks at seminars/workshops which are targetted towards top and middle management.

Preparation of Papers

- 1 Whenever necessary prepare papers on Japanese experiences.

PDP Fellowship Training

- 1 NPB trainers will be trained on the PDP courses.

ii LMR

Practical Guidance

- 1 Conduct training sessions of the PDP courses which NPB staff cannot perform.
- 2 Train NPB trainers through actual demonstration.
- 3 Emphasis should be placed on training for top and middle management.

Development of Training Materials

- 1 Develop training materials for non-PDP courses which are in need - WEC and LMR with emphasis on improving LMR.
- 2 Develop cases and other training materials whenever and wherever necessary.
- 3 Develop a labour-management game to help unionists and managers learn the need to be cooperative, and how to be cooperative.

Specific Company Project

- 1 Provide advisory services for SMEs.
- 2 Inculcate good example of WEC.

Seminars/Workshops

- 1 Participate as a speaker in seminars and workshops.

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Preparation of Papers

- 1 Prepare papers on Japanese experiences.
- 2 Prepare recommendation, in the field of LMR whenever necessary specially in application of Japanese experience and management concept to Singapore's environment.

PDP Fellowship Training

- 1 NPB officers will be trained on the PDP courses.

iii LMR (SGA)

Practical Guidance

- 1 Provide advisory services for QCC.
- 2 Train NPB staff in advisory services.
- 3 Introduce new training techniques for QCC.
- 4 Participate in training activities in the PDP courses which NPB trainers cannot perform.
- 5 Advise and help to secure the participation of CEOs and top managers in QCCs.

Development of Training Materials

- 1 Advise to improve current QCC training materials.
- 2 Develop case studies to supplement the training materials.

Specific Company Project

- 1 Provide advisory services in order to materialise a company-wide QCC as a model company.
- 2 Train NPB staff and the model company staff through advisory services for the model company project.

Seminars/Workshops

- 1 Participate as a speaker in seminars/talks/workshops organised for QCC activities.
- 2 Attend the national convention as a judge.

Preparation of Papers

- 1 Whenever necessary prepare a paper on Japanese experiences.

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- 2 Prepare recommendations on the application of QCC methods whenever LTE feels necessary.

PDP Fellowship Training

- 1 NPB officers will be trained on the PDP courses.

iv IOE

Practical Guidance

- 1 Conduct workshops on QCD, namely:-
 - a Quality Improvement & Management
 - b IE (including Maintenance, Production Management, JIT) for Cost Reduction and Delivery Improvement
 - c VE for Cost Reduction and Quality Improvement
 - d TQC for Top and Middle Management
- 2 Conduct training sessions of the PDP courses which NPB trainers cannot perform.
- 3 Conduct advisory services for various companies including review with ex-workshop participants.
- 4 Train NPB trainers through the above activities so that they can take over LTE's part in the future.
- 5 Emphasis should be on the training for top and middle management.
- 6 Conduct in-plant project guidance sessions for the IOE course participants.

Development of Training Materials

- 1 Develop and review training materials for non-PDP courses which are necessary for QCD improvement especially for the IE workshops.
- 2 Assist in developing cases and other relevant training materials such as JIT, cost reduction, VE and TQC.

Specific Company Project

- 1 Assist in identifying the problems and recommend solutions for improving efficiency.
- 2 Assist in proposing training programmes suitable for the company.

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- 3 Conduct training sessions which NPB trainers cannot perform.
- 4 Train NPB trainers through the project.
- 5 Assist in developing cases and other relevant training materials including videos during and after the completion of the company project.

Seminars/Workshops

- 1 Participate as a speaker in seminars, workshops, conferences whenever necessary.
- 2 Work with STEs on the planning and conduct of public workshops and seminars relating to IOE.

Preparation of Papers

- 1 Prepare papers whenever necessary.

PDP Fellowship Training

- 1 NPB staff will be trained on the PDP training courses.
- v TQC (including Quality Improvement Programme tied up with IOE)

Practical Guidance

- 1 Conduct TQC seminars and workshops including post-seminar review with participants on follow-up plans.
- 2 Conduct TQC advisory services for interested companies and organisations.
- 3 Assist in developing TQC implementing plan at the company level.
- 4 Train NPB staff through TQC seminars, workshops and advisory services.
- 5 Emphasis should be on:-
 - a The correct understanding on TQC by top personnel of the relevant organisation as well as private sector.
 - b The proper training for top and middle management.
- 6 Develop a step-by-step programme to inculcate quality consciousness among the workers.

Development of Training Materials

- 1 Improve developed training materials for TQC seminar.

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- 2 Develop training materials for quality improvement and management workshop.
- 3 Develop case studies to supplement training materials for TQC seminar.

Specific Company Project

- 1 Assist in identifying suitable steps for a company to introduce TQC.
- 2 Assist in developing TQC implementation plan for a company.
- 3 Assist in developing suitable in-company training programmes.
- 4 Conduct some training activities if necessary.
- 5 Train NPB trainers through the project.
- 6 Assist in developing cases and other relevant training materials including video production during and after project phase.

Preparation of Papers

- 1 Prepare papers whenever it is necessary to disseminate the proper concept of TQC.
- 2 Introduce good cases in TQC for better awareness.
- 3 Prepare a paper to introduce a TQC award equivalent to the Deming Award.

PDP Fellowship Training

- 1 NPB staff will be trained on the PDP courses.

vi RESOURCE CENTRE

Practical Guidance

- 1 Precise Training of Handling Equipment (Producers)
- 2 Development of the Ability to Produce Two Programmes at the Same Time (Producers)
- 3 Production Technology (Technicians):
 - * Instruction on Production Technology Through O-J-T
- 4 Maintenance of RC Facilities (Technicians):
 - * Making up the Form of the Periodic Inspection
 - * Instruction of the Periodic Inspection

Development of Training Materials

- 1 Programme Production:
 - * Establishment of Production Procedures (All Members) and Other Materials for Producers
- 2 Production Technology:
 - * Other Materials for Technicians/Engineers

Seminar/Workshop

- 1 Programme Production Course

Preparation of Papers

- 1 Maintenance System:
 - * Establishment of Maintenance System
 - * Contract with Manufacturer
- 2 Technical Operation/Maintenance Manuals
- 3 Advice on Phase III RC Facilities

PDP Fellowship Training

- 1 Producers
- 2 Technicians

vii AV TECHNOLOGY FOR TRAINING

There are no suitable persons to be despatch as a long-term expert in the field in Japan because this field is new.

viii PRODUCTIVITY MEASUREMENT

Practical Guidance

- 1 Conduct training sessions on measurement which NPB trainers cannot perform.
- 2 Train NPB trainers through actual demonstration so that they can take over.
- 3 Assist PM Unit officers to set up a system for collecting, processing, analysing and publishing productivity indicators at the firm-level such as in JPC.
- 4 Assist PM Unit officers to develop physical measures of productivity.
- 5 Advise PM Unit officers on various gain-sharing schemes.

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Development of Training Materials

- 1 Develop case studies on various types of companies, eg small and medium-sized companies, manufacturing companies, service companies, etc.
- 2 Develop training materials for a two-day course on productivity measurement for financial personnel and non-financial resources.

Specific Company Project

- 1 Assist in the development and implementation of model company projects in the field of measurement.

Seminars/Workshops

- 1 Participate as a speaker in seminars/workshops.

Preparation of Papers

- 1 Prepare the following papers:
 - i Detailed account of how firm-level productivity measurement was introduced and implemented in Japan, particularly by JPC;
 - ii Japanese experience in gain-sharing;
 - iii Other papers when necessary.

PDP Fellowship Training

- 1 NPB trainers will be trained on the PDP courses.

ix OSH

Practical Guidance

- 1 Introduction of Zero Accident Campaign (ZAC) in Singapore:
 - a LTE advises and assists NPB in the development of the training program.
 - b LTE advises and assists NPB in promoting an implementation for ZAC promotion in Singapore
- 2 Introduction of Advisory Service:
 - a LTE advises and assists NPB in surveying specific needs from companies for advisory services
 - b LTE advises and assists NPB in advising SMEs on how to formulate OSH objectives and training programmes, safety procedure, OSH improvement plan, etc, and to provide information on OSH standards

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- c STE and LTE advise and assist NPB in providing environment monitoring services, surveillance programme, analytical services

3 Introduction of Survey:

- a LTE advises and assists NPB in formulating specific survey committee and to source OSH guidelines on specific dangerous and harmful work like preventive measures for falling, press machine, VDT work, etc.

Development of Training Materials

- 1 Review of Training Materials
- 2 Introduction & Review of Training Method
- 3 Training of NPB Staff

The courses include:

- a Safety Management Course (SOTC, SMC, SCMC & Basic IS&H):
 - * Fellowship Training (1986: 1F/10W)
 - * Following-up of the reviewed training materials by LTE
- b Shipyard Managers & Supervisors Course:
 - * Fellowship Training (1986: 1F/12W) & (1987: 1F/12W)
 - * Review & following-up of training course by STE (1987: 1STE/3M) & LTE
- c Building Construction Safety Course:
 - * Fellowship Training (1986: 1F/12W)
 - * Review & following-up of training course by STE (1987: 1STE/3M) & LTE
- d OSH Course for Chemical Plant Supervisors:
 - * Review & following-up of training course by STE (1986: 1STE/3M) & LTE
- e Occupational Hygiene Technical Centre:
 - * Fellowship training (1986: 2F/12W) & (1986: 1F/12W)
 - * Review & following-up of training course by 2 STEs (1986: 1STE/3M) & (1987: 1STE/3M)

Seminars/Workshops

- 1 STE & LTE assist in conducting seminars/workshops related to the development of training courses such as safety management course, etc.

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- 2 LTE advises & assists in conducting seminars/workshops on OSH activities in companies for top management, middle management, etc.

Preparation of Papers

- 1 Whenever LTE thinks necessary, prepare a paper.

PDP Fellowship Training

- 1 PDP fellows will be trained in Japan.

x SMEs

Practical Guidance

- 1 Conduct diagnostic services for SMEs.
- 2 Train NPB staff in diagnostic services.
- 3 Conduct training activities targetted towards SMEs.
- 4 Train NPB trainers for SME courses so that they can take over LTE's part in due course.
- 5 Work out a training system which SMEs could adopt without disrupting their work schedules.
- 6 Chart strategies to reduce the number of SMEs, so that those remaining are bigger in size and employ a smaller percentage of the workforce.

Development of Training Materials

- 1 Develop training materials for SME courses through the provision of advisory services.
- 2 Develop cases and other relevant materials which can be used in SME courses.

Specific Company Project

- 1 Provide diagnostic services and training for small and medium-sized model companies.

Seminars/Workshops

- 1 Participate as a speaker in seminars/workshops organised for SMEs.
- 2 Emphasis should be on SME management.

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Preparation of Papers

- 1 Whenever necessary, prepare papers on the Japanese experiences in SMEs.

PDP Fellowship Training

- 1 PDP fellows will be trained on SMEs, eg diagnostic services and training for SMEs.

xi CONSULTANCY

Practical Guidance

- 1 Assist NPB staff in undertaking management guidance projects.
- 2 Provide NPB staff with on-the-job training in management guidance.
- 3 Conduct training sessions of the PDP courses which was related to management guidance and other relevant areas.

Development of Training Materials

- 1 Develop training materials for the courses which are in need.
- 2 Develop cases and other relevant training materials whenever and wherever necessary.

Seminars/Workshops

- 1 Participate as a speaker in seminars/workshops whenever appropriate.

Preparation of Papers

- 1 Whenever necessary prepare papers and reports on Japanese experience.

PDP Fellowship Training

- 1 NPB staff and external trainers will be trained on the PDP courses (including the management consultant training course).

7 ROLE OF SHORT-TERM EXPERTS

In principle, the function of the short-term experts should be complementing the role of the long-term experts who act as the resident experts to cover overall activities in the relevant fields. Any shortcomings in the areas of expected activities of the long-term experts should be supplemented as much as possible by short-term experts.

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Accordingly, the role of the short-term experts must be clearly identified by the relevant long-term experts together with their counterparts, so that during short-term experts' attachment, their expertise will be effectively transferred.

The detailed assisting fields of short-term experts will be discussed between LTEs and their counterparts in due course.

8 SUMMARISED TABLE OF PDP RESTRUCTURING PLAN

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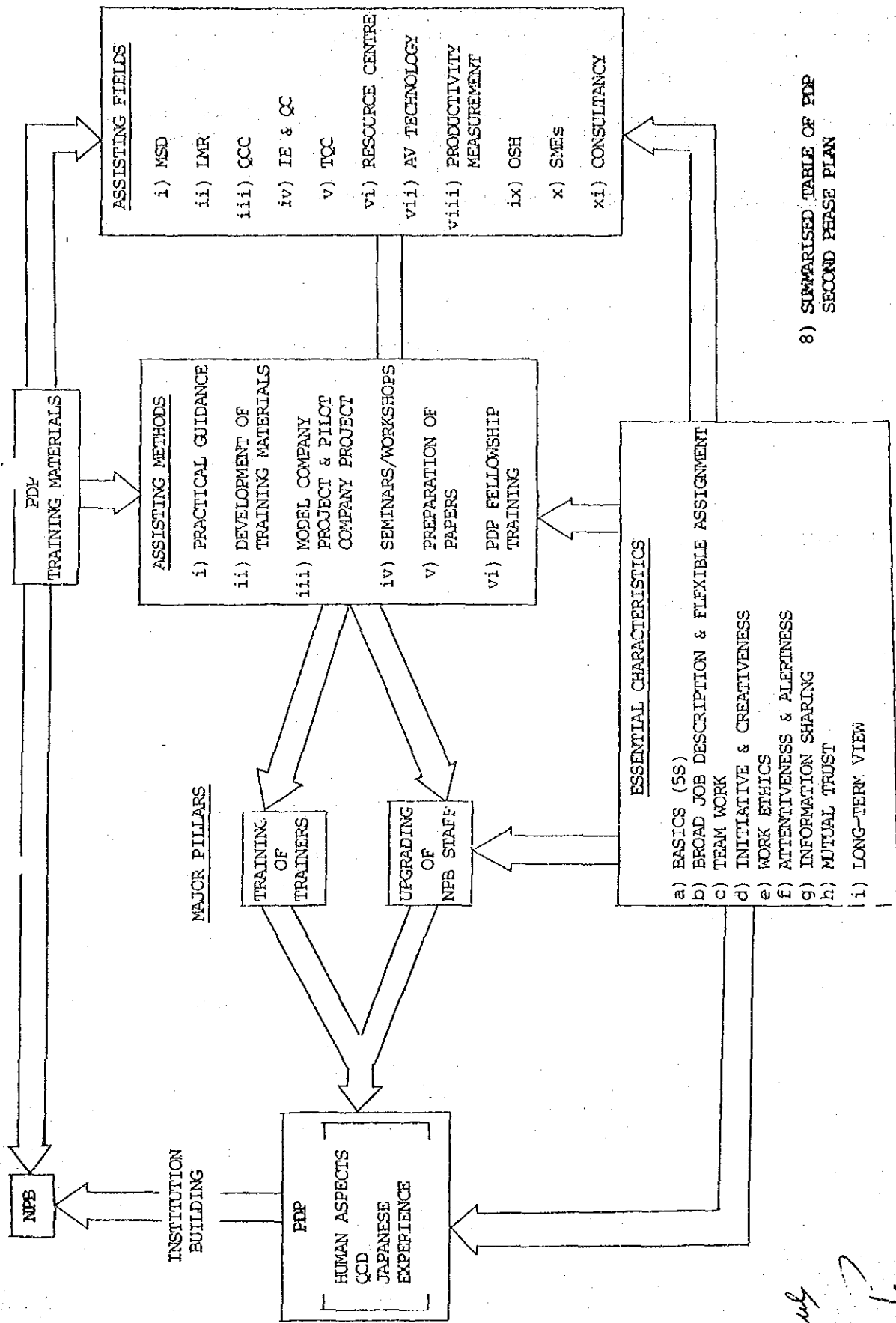
9 MATRIX OF ASSISTING METHOD & FIELD

The Matrix of assisting method and field is shown as 9.

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8) SUMMARISED TABLE OF PDP SECOND PHASE PLAN

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ANNUAL WORK PLAN

FY86/87

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ANNUAL WORK PLAN FOR 1986 (FISCAL YEAR)

Fiscal Year Items	1986			
	1/4	2/4	3/4	4/4
<u>JAPANESE SIDE</u>				
Dispatch of Japanese Experts				
A Long Term Experts				
1 Chief Advisor				
2 Coordinator				
3 Labour Management Relations & Personnel Management				
4 IE, QC, Production Management & SME				
5 Occupational Safety and Health				
6 Management Consultancy				
7 In-Company Promotion				
8 Resource Centre				

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ANNUAL WORK PLAN FOR 1986 (FISCAL YEAR)

Fiscal Year Items		1986			
		1/4	2/4	3/4	4/4
B	Short-Term Experts				
1	Research and Development				
	a) Productivity Gain Sharing			$\frac{1E}{1W}$	
	b) OJT Practice		$\frac{1E}{1W}$		
2	Labour Management Relations				
	a) QC Circle Programme		$\frac{1E}{3W}$	$\frac{1E}{2W}$	
3	Management and Supervisory Training				
	a) Management Guidance			$\frac{1E}{1M}$	
	b) Expert Trainers				
	i) Advanced Dip in Management				$\frac{1E}{2W}$
	ii) Management Consultant Course				$\frac{1E}{4W}$
	iii) Export Marketing Course		$\frac{1E}{4W}$		
	c) Industrial and Operations Engineering				
	i) Productive Maintenance (Machinery)		$\frac{1E}{3W}$		
	ii) TQC				$\frac{1E}{3W}$
	iii) JIT				$\frac{1E}{2W}$
	iv) Productive Maintenance (Electronics)		$\frac{1E}{3W}$		
	v) JIT			$\frac{1E}{3W}$	

g. i.

Mud

ANNUAL WORK PLAN FOR 1986 (FISCAL YEAR)

Fiscal Year		1986			
		1/4	2/4	3/4	4/4
3	Management and Supervisory Training				
	c) Industrial and Operations Engineering				
	vi) Productive Maintenance (Machinery)				$\frac{1E}{3W}$
	d) Speakers			$\frac{2E}{1W}$	
4	Occupational Safety and Health	$\frac{1E}{3M}$		$\frac{1E}{3M}$	
5	Resource Centre				
	a) Lighting				$\frac{1E}{1M}$
	b) AV Technology - I		$\frac{1E}{1W}$		
	c) AV Technology - II			$\frac{1E}{2M}$	
	d) Video Production				$\frac{1E}{1M}$
	e) Training Video Package for RC			$\frac{1E}{5W}$	
	f) Graphics for Transparency, Slide and Video Production				$\frac{1E}{2M}$

J. T.

M. S.

ANNUAL WORK PLAN FOR 1986 (FISCAL YEAR)

Fiscal Year		1986			
		1/4	2/4	3/4	4/4
C	Fellowship Programme				
1	Management Consultancy Programme		$\frac{(12 - 16)F}{2 = 3 \text{ mths}}$		
2	OSH Programme				
	a) Industrial Hygiene		$\frac{1F}{1 \text{ mth}}$		$\frac{1F}{2 \text{ mths}}$
	b) Zero Accident Programme			$\frac{1F}{4W}$	
3	Resource Centre Programme --				
	a) Producers		$\frac{1F}{3 \text{ mths}}$		$\frac{(1 - 2)F}{3 \text{ mths}}$
	b) Technicians		$\frac{(1 - 2)F}{3 \text{ mths}}$		$\frac{(1 - 2)F}{3 \text{ mths}}$
	c) AV Technology			$\frac{1F}{4 \text{ mths}}$	
4	Individual Training Programme				
	a) Productivity Measurement			$\frac{1F}{1M}$	
	b) Management Consultancy at JPC	$\frac{1F}{3-4W}$			
	c) In-house Library Automation		$\frac{1F}{1M}$		
	d) Others				$\frac{1F}{1M}$

J.P.

Mus

ANNUAL WORK PLAN FOR 1986 (FISCAL YEAR)

Fiscal Year Items	1986			
	1/4	2/4	3/4	4/4
<u>SINGAPORE SIDE</u>				
1 Training facilities before the completion of the new NPB building				
2 Office facilities for Japanese Chief Advisor and other experts				
3 Preparation for Acceptance of Japanese Experts (A-1 Form)				
4 Preparation for Training of counterpart personnel in Japan (A2, A3 - Form)				
5 Provision of necessary number of counterparts				
a Labour Management Relations & Personnel Management				
b IE, QC, Production Management & SME				
c Occupational Safety and Health				
d Management Consultancy				
e In-Company Promotion				
f Resource Centre				

Note: (i) This schedule is subject to change within the scope of the 'Record of Discussion', if necessity arises during the course of the implementation of the Project.

E : Expert
 F : Fellowship
 W : Week
 M : Month

Y. T.

W. S.

STE #1 (Mr R Magota) - Productivity Gain Sharing

Terms of Reference : 1. To assist NPB in undertaking pilot projects in Productivity Gain Sharing Practices in selected companies to gain a thorough understanding of the current practices in Singapore.

2. To advise NPB to make proposals for a feasible productivity gain sharing system in Singapore.

Expected Results : 1. To enable NPB to obtain a thorough understanding of Productivity Gain Sharing Practices in Singapore.

2. To enable NPB to propose a feasible productivity gain sharing system suitable for Singapore.

Duration : 1 week (Nov 86)

J. I.

Mag

STE #2 (Professor K Koike) - OJT Practice

Terms of Reference : 1. To assist NPB in undertaking pilot projects in OJT in selected organisations.

2. To advise NPB to make suggestions on how to improve practices of OJT in Singapore, so that the desirable intellectual skills will be inculcated among Singapore workers.

Expected Results : 1. To enable NPB to obtain an understanding of the current OJT practices in Singapore.

2. To enable NPB to suggest improvement of OJT practices in Singapore.

Duration : 1 week (Aug 86)

J. P.

Wue

STE 3: Expert in Productive Maintenance (Machinery)

Terms of Reference : 1. To collect necessary information for PM by visiting several companies.

2. To provide management guidance services on Productive Maintenance for some selected companies.

3. To conduct 3-day public workshops on Productive Maintenance.

Expected Results : 1. Management guidance services for the selected companies.

2. 3-day workshops on PM.

Duration : Three weeks (August 1986).

y. l.

Mas

STE #4 : QCC Expert in general - (Mr Shimada)

Terms of Reference : 1. To introduce effective ways of sustaining vigorous QCC activities.
2. To teach how to audit QCC activities and to establish self-evaluation system for QCC activities.

Expected Results : 1. To input recreational activities in a curriculum of QCC training courses including QCC camps.
2. To prepare a manual on a QCC auditing system in an organisation.
3. To prepare ready for issue of QCC self-evaluation sheets for companies.

Duration : 26/7 - 16/8.

J. T.

Shimada

STE #5: Expert in TQC

Terms of Reference : 1. To provide management guidance service on TQC for some selected companies.
2. To give a talk for IE (QCD) Conference.
3. To conduct short seminars for Top Management.

Expected Results : 1. Management guidance services for the selected companies.
2. A talk at IE (QCD) Conference.
3. Top management seminars.

Duration : Three weeks (March 1987).

J. I.

W. H.

STE #6 : QCC Expert for SMEs

Terms of Reference : 1. To provide a case introduction of how to improve quality through QCCs in SMEs.
2. To introduce the effective ways of promoting QCC in SMEs.

Expected Results : 1. To map out a workplan for improving quality through QCCs in SMEs.
2. To provide recommendations on objective T/R 2.
3. To provide direct assistance to selected SMEs to help improve quality through QCCs.

Duration : 4 - 18 Oct 86.

J.P.

M. S.

STE #7 (Mr. Inohara) - Expert for Examining Advanced Diploma in Management Programme

Terms of Reference : 1. To examine the standard and appropriateness of the Advanced Diploma in Management Programme* by checking the questions prepared for the course and the answers provided by participants.

2. To prepare recommendations on the curriculum of the course and the level and relevance of the examination questions in order to improve the standard of the Advanced Diploma in Management Programme.

Expected Results : Report on his findings on the standard and appropriateness of the Advanced Diploma in Management Programme and recommendations to improve them.

Duration : Two weeks (March 1987).

* Advanced Diploma in Management Programme

This course will be developed for about 200 hours on the basis of PDP courses including Corporate Planning, Corporate Strategy, Human Resource Management and Financial Management.

J. P.

Mus

STE #8 : Expert for Training NPB Trainers for the Management Consultant Course

Terms of Reference : 1. To train NPB trainers (both internal and external) for the PDP developed Management Consultant Course.

2. By conducting vital sessions of the course.

Expected Results : A number of NPB trainers (both internal and external) who can conduct the Management Consultant Course without external assistance.

Duration : Four weeks (preferably 2 x 2 weeks) (January 1987).

Y. T.

W. S.

SIE # 9 (Prof Monden) - Expert in Just-in-Time System

Terms of Reference : 1. To conduct 3-day public workshops on JIT System.

Expected Results : 1. A public workshop on JIT system.

Duration : 2 weeks (Mar 87)

J.T.

Mad

STB 10: Expert in Productive Maintenance (Electronics)

Terms of Reference : 1. To collect necessary information for PM by visiting several companies.

2. To provide management guidance services on Productive Maintenance for some selected companies.

3. To conduct 3-day public workshops on Productive Maintenance.

Expected Results : 1. Management guidance services for the selected companies.

2. 3-day workshops on PM.

Duration : Three weeks (August 1986).

J. R.

W. M.

STE #11: Expert in Just-in-Time System

Terms of Reference : 1. To collect necessary information for JIT by visiting several selected companies.
2. To provide preliminary management guidance services for some selected companies.
3. To conduct 3-day public workshops on JIT System.

Expected Results : 1. A public workshop on JIT System.
2. Management guidance services for the selected companies.

Duration : Three weeks (November 1986).

J. I. P.

M. A. S.

STE #12 : Expert in Chemical Industry

- Terms of Reference : 1. To assist NPB trainers to develop a course on OSH for Supervisors in the Chemical Industry - including the course curriculum, trainers' and trainees' manual and materials (eg AVAs).
2. To assist NPB trainers to develop relevant training materials, eg. AVAs, etc. for the training course.
3. To provide counterpart training for NPB trainers in Chemical Industry Safety and Health.
4. To assist in conducting half-day Seminars/Workshops for the Chemical Industry.

- Expected Results : 1. To develop curriculum for the OSH Training Course for Chemical Industry Supervisors.
2. To prepare the Trainer's Manual for the Chemical Supervisors Course.
3. To prepare the Trainee's Manual for the Chemical Supervisors Course.
4. To introduce some case studies for the Chemical Supervisors Course.

Duration : 12 weeks (mid-May to mid-August 86).

J. P.

M. G.

STE #13 : Expert in Industrial Hygiene

- Terms of Reference :
1. To assist NPB trainers in development of relevant syllabus, trainee's manual (handouts), trainer's manual, AVAs, etc. for the practical training course.
 2. To provide counterpart training for NPB trainers on work environment measurement in Industrial Hygiene.
 3. To assist in conducting Seminars/Workshops on work environment measurement.
 4. To provide training and practical guidance to NPB trainers on the use of Industrial Hygiene equipment, including laboratory analytical equipment.

- Expected Results :
1. Development of a new practical training course on work environment measurement in Industrial Hygiene.
 2. To review the syllabus of the existing Industrial Hygiene Course.
 3. To prepare the Trainee's and Trainer's Manual for the Industrial Hygiene Course.
 4. To introduce some case studies for the Industrial Hygiene Course.
 5. To provide technical guidance on the use of Industrial Hygiene equipment, including laboratory analytical equipment.

Duration : 12 weeks (mid-October (1986 to mid-January 1987).

4/1

Windy

STE #14: Expert in Productive Maintenance (Machinery)

Terms of Reference : 1. To provide management guidance services for the selected companies.

2. To conduct 3-day public workshops on Productive Management for the Singapore companies.

3. To give studio recording.

Expected Results : 1. Management guidance services for the selected companies.

2. 3-day workshops on PM.

3. VTR Tape.

4. Submit a preliminary report to the Board on the suitable training courses related to Productive Management.

Duration : Three weeks (Jan 1987).

J. I. P.

M. S.

STE #15 : Expert on Lighting

- Terms of Reference :
1. To provide training to producers and technicians in lighting techniques, particularly for both studio and outdoor production.
 2. To train producers and technicians in general lighting techniques through on-the-job training.
 3. To evaluate and advise on video programmes produced by the Resource Centre from a technical viewpoint.
 4. To conduct a workshop on lighting techniques.
- Expected Results :
1. Producers and technicians will be trained in lighting techniques for video productions.
 2. Producers and technicians will be able to acquire good understanding of and have on-hand experience in lighting techniques.
- Duration :
- One month (second week of January 87 to second week of February 87) after the commissioning of Phase III equipment.

Y. I.?

Mus

STE #16 (Mr Utsumi) - Expert on AV Technology

Terms of Reference : 1. Observe the Resource Centre facilities and understand the capacity of the Audio Visual Technology of NPB.
2. Through meetings and discussions, find out the training needs on the Audio Visual Technology of NPB.

Expected Results : 1. Advise on the staff development plan for the Audio Visual Training Technology.
2. Advise on the fellowship training plan on the Audio Visual Technology in relation to the Audio Visual group training at JICA Okinawa International Centre and the individual training.

Duration : One week (Aug 86)

J. T.

Utsumi

STF #17 : Expert on Video Production

- Terms of Reference : 1. To provide training to producers and technicians in 3-camera switching work for studio production.
2. To conduct training sessions for video production staff on general camera work.
3. To evaluate and advise on video programmes produced by the Resource Centre from a technical viewpoint.
4. To conduct a workshop on camera work.
- Expected Results : 1. Producers and technicians will be trained in studio switching techniques and camera work.
2. Producers and technicians will be able to acquire good understanding of and have on-hand experience in camera work.
- Duration : One month (second week of Jan 87 to second week of Feb 87) after the commissioning of Phase III equipment.

J. I.

Wes

STE #18 : Expert for Training NPB Trainers for the Export Marketing Course

- Terms of Reference : 1. To train NPB trainers (both internal and external) for the PDP developed Export Marketing Course.
2. By conducting vital sessions of the course (in particular the sessions where Japanese experience is essential).
- Expected Results : 1. A number of NPB trainers (both internal and external) who can conduct the Export Marketing Course without external assistance.
- Duration : Four weeks (September 1986).

J. R.

Ural

STE #19, 20 : Productivity Congress

Duration : Nov 10 - 15, 86.

Y. I.

Mas

STE #21 : Expert for Management Guidance in SMEs

Terms of Reference : 1. To advise the Board on the whole process of operational improvement in the field of cost reduction.

2. To undertake actual operational improvement work for selected SMEs (in same sector/product group).

3. To provide at the same time on-the-job training on the process of operational improvement for NPB officers.

Expected Results : 1. Advisory service reports on operational improvement, projects recommended and follow-up in the selected SMEs.

2. A simple manual on operational improvement including the dos and don'ts.

Duration : One month (Nov 86)

STE #22 : Expert in Training Video Packages for Resource Centre

Terms of Reference : 1. To train Resource Centre producers in the production of a training video tape, which will be accompanied with supporting materials.

2. To produce 1 training video tape, with the NPB officers.

3. To develop a manual which will guide Resource Centre producers on the development and production of training video tapes.

Expected Results : 1. Resource Centre producers will be able to produce effective training video tapes.

2. A training video tape which can serve as a model for subsequent productions.

3. A manual which will cover the development and production of training video tapes with accompanying supporting materials.

Duration : Five weeks.

g. l.

Mud

STE #23 : Expert on Graphics for Transparency, Slide and Video Production

Terms of Reference : 1. Development of training manual or handbook on the various aspects of producing and using graphics for training purposes. In particular, the graphics should be applicable to transparency, slide and video all of which are effective training tools. The target audience of this training manual should be trainers rather than graphic production specialists.

2. Train selected NPB officers on the use of the manual or handbook.

Expected Results : 1. At the end of the STE's stay, the Board should have a Graphics Production training manual with accompanying workbook and supporting AV materials. The manual can be used to train both NPB staff and the public. In addition, selected NPB officers who have attended the train-the-trainer session, will be in a position to conduct this course effectively.

Duration : Eight weeks (Jan/Feb 87)

J. I.

Mus

STE #24 : Expert on AV Technology

Terms of Reference : 1. Development of AV Training Course that covers the various aspects of producing, using and integrating videos, slides and transparencies into a single package for training purposes. The STE will have to develop a training manual (trainer and trainees' guide), with accompanying work book and supporting AV materials (slides, transparencies and video). Upon completion of this course, participants should be able to produce and use an audio-visual training module.

2. Conduct train-the-trainer session of how the above course should be taught.

3. Provide advice on the Media Centre the terms of its concept, management, structure, function, equipment and operational procedures.

Expected Results : 1. At the end of the STE's stay, the Board should have an AV Training manual, with accompanying workbook and supporting AV materials, that can be used to train both NPB staff and the public. In addition, selected NPB officers, who have attended the train-the-trainer session, will be in a position to conduct this course effectively.

2. The STE's advice on the Media Centre will provide the Board with a comprehensive and detail plan to translate the concept of the Media Centre into an effective and fully operational media production house, which can be used both by NPB officers and the public.

Duration : 2 months (June 86)

J. P.

Mus

Japanese Language Expert

1. The leader of the Japanese Technical Guidance Team referred to Item E of The Major Points of Discussion between NPB and The Japanese Guidance Team on 14 and 15 January 1986.

Quote "Learning the Japanese Language

The Japanese side suggested that it would be highly desirable for NPB staff, especially its potential core staff, to learn the Japanese Language to help better absorb the relevant knowledge and information on productivity. NPB indicated that it would initiate actions to encourage the learning of the Japanese Language among its staff and expressed the desire to be provided by the Japanese side with resources including experts and software materials tailored to productivity information." Unquote

2. The leader inquired NPB's plan for Japanese language training, number of trainees and commencing date of the training.
3. NPB mentioned that NPB wishes to train its staff on the Japanese language for the effective transfer of Japanese Productivity technology
4. The Japanese side assured NPB that the Japanese language expert and software tailored to Productivity information would be provided to meet NPB's plan.

The Role and Function of Short-Term Experts and Counterparts

1. The role of short-term experts is to supplement long-term experts as stipulated in the Second Phase Plan through providing advice and assistance to NPB staff in specific fields.
2. The short-term expert must prepare himself fully in Japan to achieve the results expected of him in the agreed Terms of Reference.
3. NPB will appoint at least two counterparts, one main counterpart and one substitute counterpart, for a short-term expert attachment.
4. NPB will enable the counterparts to attend full-time to the short-term expert's activities so as to fully absorb his transfer of technical expertise.
5. The short-term expert is to teach and share as much knowledge, skills and expertise as possible with his counterparts and participants attending the training sessions organised for him.
6. The short-term expert will handover all materials used to achieve the objectives of his attachment to NPB
7. The counterparts will submit a report on the transferred expertise to NPB and NPB will submit it to Chief Advisor. With the report, the long-term expert and the short-term expert will confirm how the expertise is transferred to the counterparts.
8. The short-term expert together with counterparts will jointly prepare the final report and/or recommendations for valuable and effective utilisation for NPB's activities.

Notification of Curriculum Vitae & Schedule

1. In order that NPB could prepare in advance and assume specific STE, The curriculum vitae (with details on the quality & experience on the topic) and precise date of attachment of a short-term expert candidate will be informed to Chief Advisor one month before the proposed date of attachment.
2. NPB will inform names and CV (....) of the counterparts to Chief Advisor two months before of the proposed date of the short-term expert attachment.

PROGRAMME

The Executive Director of the National Productivity Board

- 0945 hours — Guests to be seated
- 1000 hours — Arrival of Signatories
- 1005 hours — Address by Mr Mah Bow Tan
- 1015 hours — Address by Leuder, Japanese
Technical Guidance Team, JICA
- 1020 hours — Signing of the 2nd Phase Plan
cum Annual Workplan FY86/87
- 1100 hours — Topping Out Ceremony
- 1130 hours — Reception
- 1215 hours — Press Conference

requests the pleasure of the company of

Mr Kazunori Oshiyama

on the occasion of
the Signing of the 2nd Phase Plan
cum Annual Workplan FY86/87
and
the Topping Out Ceremony for the NPB Building
by Mr Mah Bow Tan
Chairman, National Productivity Board
at Jalan Bukit Merah Central/Jalan Bukit Merah
on Tuesday, 8th April 1986

Attire: Shirt & Tie

NB. Please bring card along

RSVP
Miss Lilian Tan
Tel: 7310617

NPB to get training aid from Japan

THE National Productivity Board is digging in for the long haul to make work excellence a way of life in Singapore.

A new workplan was signed yesterday with the Japanese government which, among other things, enables the NPB to send its first batch of managers and consultants to Japan for three months' training in management consultancy.

On their return, they will work with the managers of small and medium-sized companies to help them boost the efficiency and performance of their companies.

The transfer of knowledge from the Japanese to Singaporeans will also take place here.

Eleven productivity experts will work on a long-term basis to train NPB staff while another 24 experts will come for short-term training.

This year, the NPB will receive more than \$13 million from the Japanese government to equip its new building at Bukit Mer-

ah with a computer, training materials and a resource centre.

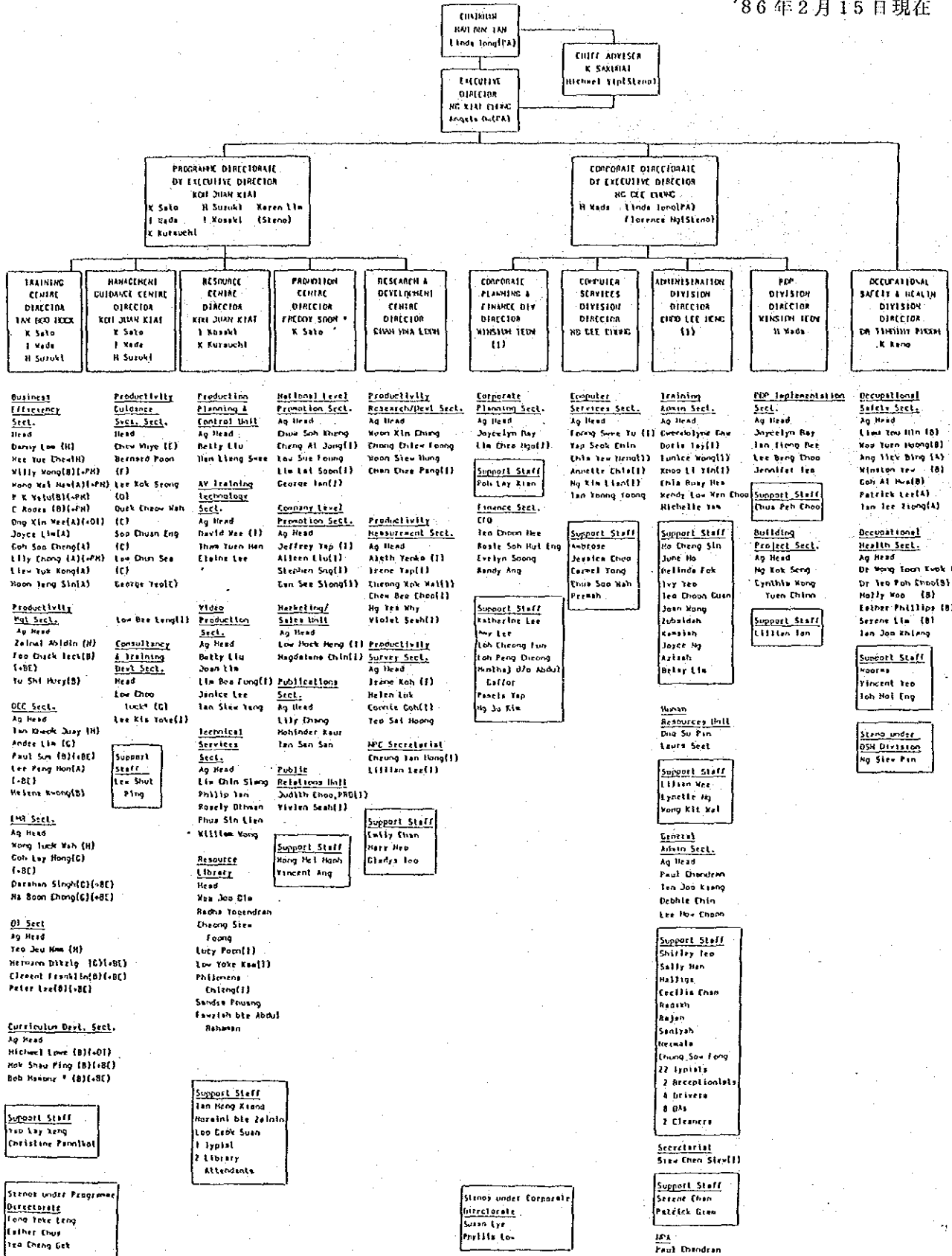
This will help the board move nearer to its goal of being the premier training institute in Singapore.

The main thrust of these activities is to give more training to trainers and upgrade NPB staff capabilities.

The activities were formalised in the workplan for this fiscal year which was signed by NPB chairman, Mr Mah Bow Tan, and the Japanese government representative, Mr Yasuaki Tanizaki.

The new 22-storey building is being completed ahead of time and with substantial savings. The board expects to lop off about \$9.5 million off the original projected cost of \$55.5 million.

The building symbolises the "permanency of the productivity movement", said Mr Mah at the topping-off ceremony yesterday. Its speedy construction is an example of productivity at work, he said.



Key: * Staff Officers in ED's office

