

20 NOV 1985

Singapore Government

**PRESS RELEASE**

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**Release No: 58/OCT**  
**15-2/85/10/28**

SC-WKC-8

**SPEECH BY DR WONG KWEI CHEONG, MINISTER OF STATE (TRADE AND INDUSTRY), AT THE CEREMONY TO MARK THE THIRD EXCHANGE OF NOTES FOR THE PRODUCTIVITY DEVELOPMENT PROJECT AT NATIONAL PRODUCTIVITY BOARD ON 28 OCTOBER 1985 AT 11.00 AM**

This morning's ceremony marks the start of Phase III of the Productivity Development Project (PDP). It signifies the continuing progress made in the transfer of "productivity technology" from Japan to Singapore. The PDP was initiated in 1981 as part of the Asean Human Resource Development Project, whereby the Japanese Government pledged four billion yen to help Singapore to foster the development of a more productive workforce.

We are already in the third year of the implementation of the PDP and have seen the steady transfer of productivity related materials and equipment under the Grant Aid Programme and expertise under the Technical Cooperation Programme. NPB has realized the importance of building up a training tradition which the Japanese and the Germans have so successfully built up over the past 30 years. It is through training that managers, supervisors and workers can be more competent and productive in their work environment. It is through training and teamwork that improved quality, cost reduction and on-time delivery can be achieved. This is why much of the emphasis in the PDP Project is on training.

NPB has been receiving technical assistance from Japanese experts attached to NPB and the fellowship training for NPB staff in Japan. Eleven resident long-term experts are currently attached to various groups where they are

assisting NPB counterparts to achieve tangible results. The long term experts will be actively participating in PDP related activities and involving themselves in projects to enable the PDP to leave a significant mark in the Singapore Productivity Movement.

In the first two years of implementation, a total of 57 Short Term Experts were despatched to NPB and another 22 are expected for FY 85. These Short Term experts have been involved in the implementation of surveys, conducting workshops, development of new training programmes and other productivity-related activities. These short term experts are specialists in their own fields and they serve to supplement the roles of the long-term experts.

In September this year 23 NPB staff were sent to Japan for fellowship training. This is the third batch of trainees; the first and second batches of 33 and 26 officers were trained in 1984. This training is part of NPB's strategy to upgrade the quality and competency of its staff towards making NPB a training centre of excellence. The fellowship provide training of NPB staff in Japanese Productivity concepts and practices. These fellows have come back better equipped and trained to impart their invaluable knowledge to the training of the managers and supervisors.

A Steering Committee on Model Companies was formed in May 1985 to assist selected companies to become models of highly productive companies for others to emulate. To-date five companies are on this scheme. The PDP experts and NPB staff have been diagnosing their productivity problems over the last four-five months and will soon introduce programs and measures to help these companies to improve their productivity. This scheme will be expanded to cover more companies which are interested.

Last year, under the first phase of the Grant Aid Programme, NPB received teaching materials comprising course manuals, videos, slides and booklets which are being used to train managers, supervisors and workers. Some of the courses launched include Certificate in Japanese Supervisory Practices, Japanese Management Competency Certificate Programme, Certificate in Labour-Management Cooperation Practices, Productivity Facilitator Certificate Programme and Joint Consultation Courses.

The hardware provided under Phase I has equipped the Resource Centre with highly sophisticated equipment which enabled the Resource Centre to produce video programmes to support NPB's activities, as well as those of companies. With the PDP equipment NPB was able to produce productivity promotion programmes, seminar recordings, interviews of management specialists and programmes on specific productivity themes. Through the audio-visual production facilities, the learning process through audio-visual aids will be enhanced.

The equipment provided under Phase III will be for the Resource Centre, Computer Centre, training rooms, seminar rooms, Occupational Safety Exhibition Hall and Industrial Hygiene laboratory. It will equip NPB with the necessary facilities and resources to support its major training functions to facilitate NPB to be a training centre of excellence. The infusion of Japanese technical assistance and grant aid, under the Productivity Development Project, into the self-contained facilities now under construction will transform the new NPB Building into a TRAINING CITY as well as a PRODUCTIVITY PARK.

May I on behalf of the Singapore government thank the Japanese government for the assistance they are giving Singapore through the Productivity Development Project. It will have far reaching implications in helping to foster the development of a highly productive workforce in Singapore.