BUILDING TALENT YOU CAN LEAN ON

WSG’s Manpower LEAN Programmes
Introduction

Be A Lean Mean Productivity Machine

As your company grows, it needs to transform and develop a higher skilled workforce and a more productive business culture that is embraced by both management and key personnel.

With a repertoire of manpower lean programmes to help businesses change from the inside, employing cutting edge techniques will help equip your company with the knowledge and tools to improve productivity.

Focusing on SMEs’ need for leaner operations is at the core of the manpower lean programmes. As a small to medium sized business, operations and cost are important considerations when it comes to learning. That is why affordability, with funding support for WSG, brevity and convenience are at the core of our offerings.

It’s time for your business to get leaner.
GROWING WITH TECHNOLOGY

Innovate for growth with WSQ OMNI
An Omnidirectional Approach To Productivity

The Operations Management Innovation (OMNI) Workforce Skills Qualifications (WSQ) Programme is a joint initiative by the Singapore Institute of Manufacturing Technology (SIMTech), a research institute of the Agency for Science, Technology and Research (A*STAR), and the Workforce Singapore (WSG). The objective is to train key personnel - engineers, managers and senior staff of companies to be technology innovators to achieve manufacturing excellence. This is accomplished by promoting the use of operations management techniques and technologies that support a company’s strategy. This will ensure that operations improvement are both effective (align to company’s strategy) and efficient (achieve productivity gains).

The training programme consists of two parts: classroom training and mentorship component. The classroom training focuses on transferring knowledge in operations management and use of the OMNI methodology. The mentorship training reinforces the classroom learning by applying the said methodology in the trainee’s company. Mentored by SIMTech’s trainers, the trainee will identify operations improvement areas, develop suitable initiatives and implementation action plans that are based on productivity improvements, in an actual workplace.

Comprises three course units:

- Understand Operations Improvement Fundamentals
- Improve Operations using the OmniMethodology™ (on-site mentorship)
- Develop Action Plan using the OmniMethodology™ (on-site mentorship)

*Companies can include WSQ OMNI as a project under the Lean Enterprise Development (LED) Scheme.
Course Duration
A four to five-month part-time course covering all three course units.

Mentorship consists of both scheduled and ad-hoc supervised sessions at company and SIMTech, over a period of 3.5 months.

Classroom training consists of 10 half-day sessions, conducted over a four week period.

All sessions are held during working hours.

WSQ OMNI is relevant to:

- Management officers/directors
- Supply chain/procurement/logistics managers and senior staff
- Inventory/warehouse management managers and senior staff
- Manufacturing/production/engineering managers and senior staff
- Industrial engineering managers and senior staff
- Operations management manager and senior staff

The OMNI programme provides us with the framework as we embark on our Enterprise Lean Thinking Cultural Transformation journey, via the two key pillars - People and Process Development. Focusing on leadership development and higher productivity, we incorporated OmniMethodology™ into different areas of our operations. It is certainly an eye opener for me as well to be exposed to the best practices of the industry. To date, we have completed 23 initiatives and significantly shortened our retrieval of process information by 75% from 8 hours to 2 hours. Overall, we optimised our limited resources and achieved man-hour savings, ranging from $600 to $2000 for each initiative.

- Ms Lim Sock Sian | Manager | A & One Precision Engineering Pte Ltd

Graduate Diploma Option
In addition, if a student further completes 2 units offered in the PE WSQ Manufacturing Operations Management (MOM) Graduate Diploma course, the student can also obtain a Graduate Diploma in Manufacturing Operations Management.

Course Fees
$5,400 after 70% funding from WSG

Implementation of productivity improvement projects: Up to 50% funding on the cost of implementation from e2i. The project must benefit both the company and the workers.

Contact Details
Singapore Institute of Manufacturing Technology (SIMTech)
Contact Person: Mr Ma Bin
Tel: 6793 8441
Email: bma@SIMTech.a-star.edu.sg
Website: http://kto.SIMTech.a-star.edu.sg
Unlock Your Potential with WSQ OMNI-LITE
Keeping Your Business Lite

The WSQ OMNI-LITE programme is a joint initiative by the Singapore Institute of Manufacturing Technology (SIMTech), a research institute of the Agency for Science, Technology and Research (A*STAR), and the Workforce Singapore (WSG).

The objective is to train key personnel from manufacturing and service sectors, to be productivity champions who can help their companies achieve operational excellence.

The WSQ OMNI-LITE Programme is based on the WSQ OMNI Programme, which has helped more than 300 course participants from over 130 companies to achieve productivity improvements ranging from 20% to 200%.

*Companies can include WSQ OMNI-LITE as a project under the Lean Enterprise Development (LED) Scheme.*
Course Outline And Duration

The WSQ OMNI-LITE Programme consists of 10 half-day sessions (six classroom sessions and four on-site mentoring) spread over one month. The classroom sessions combine knowledge sharing of key theories, concepts, frameworks, methodologies, tools and techniques; with interactive in-class discussions and hands-on exercises to reinforce the learning. The on-site mentoring sessions involve experienced SIMTech consultants going on-site to the companies for four half-days, 1-on-1 consultation sessions to assist and guide them on the use of the OmniMethodology™ and the implementation of productivity improvement initiatives through project work.

WSQ OMNI-LITE is relevant to:

- Management officers/directors
- Supply chain/procurement/logistics managers and senior staff
- Inventory/warehouse management managers and senior staff
- Manufacturing/production/engineering managers and senior staff
- Industrial engineering managers and senior staff
- Operations management manager and senior staff
- Retail/service manager and senior staff

Our Managers who are Heads of Department and some of our Operations staff participated in the OMNI-LITE programme. It has a good mix of classroom, project and mentoring sessions. We learnt to adopt a systematic and holistic approach towards productivity improvement across departments. Many initiatives identified during the training and mentoring sessions helped us improve and master new skills to enhance business efficiency and effectiveness. For instance, one of the initiatives improved the order to delivery lead time by 67% from 6 days to 2 days.

Mr Jonathan Yang Pik Wei | Chief Executive Officer | Axxel Marketing Pte Ltd

Course Fees

<table>
<thead>
<tr>
<th>SMEs</th>
<th>$600</th>
</tr>
</thead>
<tbody>
<tr>
<td>non-SMEs</td>
<td>$1,800</td>
</tr>
</tbody>
</table>

after 90% funding from WSG
after 70% funding from WSG

Contact Details

Dr Roland Lim
Singapore Institute of Manufacturing Technology (SIMTech)
Tel: 6793 8458
Email: yglim@SIMTech.a-star.edu.sg
A STRONG VOICE FOR CHANGE

SME Qiang (Quality Initiative to Assist, Nurture and Grow)
SME QIANG
(Quality Initiatives to Assist, Nurture and Grow)

Building Stronger Businesses
The SME QIANG (Quality Initiatives to Assist, Nurture and Grow) programme is an effective training solution to enhance productivity in SMEs, contextualised to the SME daily operations.

Supported by WSG and conducted by the Singapore Manufacturing Federation (SMF), the SME QIANG programme equips participants with practical training in Lean Six Sigma and Productivity Improvement Projects to enable them to analyse existing business processes to achieve productivity gains. SME QIANG also incorporates a mentorship by Productivity Coaches critical in ensuring the success of the Productivity Improvement Project.

*Companies can include SME QIANG as a project under the Lean Enterprise Development (LED) Scheme.*
Our employees have benefitted greatly from SME QIANG as they managed to apply their newly-acquired skills at their workplace. Continuous learning and upgrading is very important and we send staff for training which are relevant for them. After the training, they have to teach the rest and be ‘trainer of the month’ so that they share their new-found knowledge with colleagues. The sorting process productivity of the company increased by 75% after going through the Lean transformation.

Ms Melissa Tan | General Manager | Wah & Hua Pte Ltd

SME QIANG consists of 3 Modules (Classroom Training):

**MODULE 1**
WSQ Manage Productivity Improvement to Achieve Business Objectives

**MODULE 2**
WSQ Implement Lean Six Sigma (MF-PIM-401E-1)

**MODULE 3**
WSQ Plan & Implement Productivity Framework

SME QIANG is relevant to:
The programme is targeted at professionals, managers, executives, project team members and in-house consultants who are implementing change within the Small, Medium Enterprises (SMEs).

Our employees have benefitted greatly from SME QIANG as they managed to apply their newly-acquired skills at their workplace. Continuous learning and upgrading is very important and we send staff for training which are relevant for them. After the training, they have to teach the rest and be ‘trainer of the month’ so that they share their new-found knowledge with colleagues. The sorting process productivity of the company increased by 75% after going through the Lean transformation.

Ms Melissa Tan | General Manager | Wah & Hua Pte Ltd

**Course Duration**

- **6.5 days** of in-class training
- **2-month** long project implementation

**Course Fees** (excl GST)

- **Module 1**
  - $270 per trainee
- **Module 2**
  - (MF-PIM-401E-1) $630 per trainee
- **Module 3**
  - $405 per trainee
- **Productivity Improvement Project**
  - $800 per company

Please check with SMF CCL on the funding criteria and conditions.

**Contact Details**

SMF Centre for Corporate Learning
Tel: 6826 3100
Email: enquiry.ccl@smfederation.org.sg
Website: www.smfccl.sg
GROW IN LEAPS AND BOUNDS

Lean Enterprise Accelerated Programme (LEAP)
A Springboard To A Leaner Enterprise

SMF Centre for Corporate Learning (SMF CCL) has developed LEAP (Lean Enterprise Accelerated Programme), to smoothen and improve companies’ daily operations. LEAP is an effective solution to enhance productivity, specially catered for the service and manufacturing industries. LEAP curriculum is designed to support the four manpower priorities, namely becoming more manpower lean, building a strong Singaporean core, ensuring quality workforce and developing future readiness.

- An accelerated 6-day programme for busy executives, which will cover training and the implementation of a productivity improvement project
- Tested and proven solutions applicable across diverse industries and sectors such as cleaning, retail and manufacturing industries
- Learn various productivity tools and techniques for lean enterprise implementation
- Introduction to Business Model Innovation (BMI) and job redesign
- On-site coaching sessions to execute productivity initiatives

*Companies can include LEAP as a project under the Lean Enterprise Development (LED) Scheme.*
**What You Will Learn**

LEAP consists of 2 units conducted over 3 days, with a 3 day Productivity Improvement Project conducted over 2 months.

**Overview of Lean and Supporting Manpower Priority Outcomes**

**Implement Lean Six Sigma**

**Project Scoping**

**Value Stream Mapping & Genba Analysis**

**Root Cause Analysis (RCA) & Improvement Plan**

**Review Improvement Results & Control Plans**

**LEAP is relevant to:**

Management and executive staff from both SMEs and non-SMEs from different industries.

The key take-away from the LEAP course is how we can increase the productivity of the staff in the company. Using process mapping, I am able to know how the delivery process is being done and by using value stream mapping, I am able to identify the value-added actions and non-value added actions. Value stream map allows me to find the source of waste. Standardised work, such as the standard route for delivery, will help the staff work in an orderly manner, hence providing consistency of quality and flow. Productivity of the outlet increased by 53% after going through the Lean transformation. I would recommend this programme to others.

Mr Seah Qin Quan | Director | Yu Kee Duck & Noodle House

**Course Fees**

$7,950 (excl GST)

SMEs $795 after 90% funding from WSG

non-SMEs $2,385 after 70% funding from WSG

For SMEs, project funding from WSG is up to 90% of fees (excluding GST), subjected to a cap of $5,400 per project. For non-SMEs, project funding from WSG is up to 70% of fees (excluding GST), subjected to a cap of $4,200 per project. Each company is eligible for funding support of one project per company.

**Contact Details**

SMF Centre for Corporate Learning
Tel: 6826 3100
Email: enquiry.ccl@smfederation.org.sg
Website: www.smfccl.sg
THE FAST TRACK TO SUCCESS

Accelerate Your Growth With MAP
Mentorship for Accelerating Productivity (MAP) Programme

Your Road Map To Getting Lean

Mentorship for Accelerating Productivity (MAP) Programme is conducted by the Singapore Business Federation (SBF) and supported by Workforce Singapore (WSG). It aims to impart knowledge and application of productivity tools in order to build lean enterprises across all industries and support the building of manpower-lean enterprises with a stronger Singaporean core.

Each participating company (both non-SMEs and SMEs are eligible) will implement a productivity improvement project aided by mentorship within 3 months from the completion of a 1-day diagnosis and 2-day in-class champion training.

*Companies can include MAP as a project under the Lean Enterprise Development (LED) Scheme.
Upon completion, the participants will be able to:

Increase staff competencies through the use of productivity tools and techniques to identify and implement improvement techniques

Improve Productivity Performance through learning to implement a project within the company facilitated by a Coach-Mentor

Work with a trained team (Productivity Champions) skilled in productivity concepts, tools and techniques to implement projects in the organisation

Course Outline And Duration

The MAP Programme is a 2-day in-class training module that covers commonly-used Lean Six Sigma and Business Process Re-engineering tools and methods.

Participants are introduced to the concepts through classroom teaching and have the opportunity to practise in team-based simulation exercises. Topics include Six Sigma, Lean Six Sigma (LSS) and Design for Six Sigma tools, methods and vocabulary.

**DAY 1**

- Define-Measure-Analyse-Improve-Control (DMAIC)
- Define-Measure-Analyse-Design-Verify (DMADV) Tools
- DMAIC/DMADV Workshop
- Lean Six Sigma Workshop
  - Six Sigma Overview
  - Methodology Overview
  - Financial Benefits of Six Sigma
  - The Impact of Six Sigma to The Organisation
  - The Six Sigma Language
  - Launching a Six Sigma Initiative
  - Roles of the Six Sigma Organisation
  - Introduction to Simulation
- Define Tools

**DAY 2**

- Lean Six Sigma Workshop continued
- Design for Six Sigma Tools
- Design for Six Sigma Workshop
- Maintaining Control
- Control Workshop
- Critical Success Factors for BPR Implementation
- Implementing Business Reengineering:
  - Review selected BPR projects
  - Developing Team Charters
  - Review Team Charter Drafts
MAP is relevant to:

- Enterprises seeking to be more productive by upgrading the skills of leaders, managers and employees in productivity tools and application
- MNC and SME Business Owners
- Senior Management

The programme introduces techniques that enable us to improve the understanding of how the process operates and determine potential targets for process improvement through removing wastes and increasing efficiency. As such, it helps us to understand and eliminate unnecessary expenses incurred in the process of creating goods or services without sacrificing customer satisfaction.

The programme was within our expectation. The consultant tried to understand our problems faced and introduce different techniques to help us analyze and re-solve our problems.

This program teaches us the best practices others adopt and enable SME to think “out of the box” when it comes to productivity improvement and cost saving initiatives.

- Adrian Hay | Project Team Leader | Equiptest

Course Fees

$20,000 (excl GST)*

<table>
<thead>
<tr>
<th>Category</th>
<th>Fee</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMEs</td>
<td>$2,000</td>
<td>after 90% funding from WSG</td>
</tr>
<tr>
<td>non-SMEs</td>
<td>$6,000</td>
<td>after 70% funding from WSG</td>
</tr>
</tbody>
</table>

*(GST will be applied to the Nett Fee after funding)

Maximum of 5 participants per company

Contact Details

Singapore Business Federation (SBF)
Contact: Productivity Office
Tel: 6827 6893/6827 0259
Email: productivity@sbf.gov.sg
Website: www.sbf.gov.sg
Lead the way in productivity with PLP

CARRY THE TORCH OF PRODUCTIVITY
The SNEF Productivity Leadership Programme is a 1-Day senior management course which is designed for business leaders to gain insights to the Art and Science of the Concept of Productivity.

The Art of Productivity will focus on how business leaders can enact an organisation culture that focuses on building the software to create productivity gains with examples on the Art of People Leadership including:

- Talent Management, Retention
- Skills Development and Career Progression
- Job Redesign and Age Management
- Developing an Innovation Culture within the Organisation

The Science of Productivity will focus on building the hardware (operations & process excellence, technology and innovation) and putting performance management in place to create measurable productivity gains.
Upon completion, the participants will be able to:

- Understand the importance and benefits of Productivity in the organisation
  - √ Investing in development of manpower and motivating the workforce
  - √ Importance of managing talent and retaining them
  - √ Benefits for process re-design in business processes

- Promote an environment that promotes innovation
  - √ Business Strategy and innovation in the workplace
  - √ Develop a culture that allows the employees to grow and develop their forte

- Basic understanding of the various tools and techniques to identify non-value added activities in processes

- Identify possible applications of the tools and techniques within the organisation

**PLP is relevant to:**

Business leaders who are responsible for leading the company’s productivity culture.

| MNCs and SMEs Business Owners | Key Personnel | Senior Management |

**Course Fees**

$1,000 (excl GST)*

<table>
<thead>
<tr>
<th>SMEs</th>
<th>non-SMEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100</td>
<td>$300</td>
</tr>
</tbody>
</table>

after 90% funding from WSG  
after 70% funding from WSG

*(GST will be applied to the Nett Fee after funding)*

**Contact Details**

Singapore National Employers Federation (SNEF)
Name: Irene Chiang  
DID: 6827 6918  
Training Hotline: 6827 6927  
Email: Irene_chiang@snef.org.sg  
Website: http://www.sgemployers.com
Head Towards Success with PMP
PRODUCTIVITY MANAGEMENT PROGRAMME FOR MANAGERS

Managing Operational Expectations

The SNEF Productivity Management Programme is designed to impart the knowledge of implementing, managing, measuring and sustaining a productivity improvement drive to the middle management. The Productivity Management Programme aims to equip managers with tools and techniques to drive productivity.

*Companies can include PMP as a project under the Lean Enterprise Development (LED) Scheme.
What You Will Learn

The Productivity Management Programme is a 5-Day Workshop that consists of 4 modules with a post-programme improvement project.

Upon completion, participants will be able to:

- Understand the true meaning of productivity
- Customise Sustainable Productivity Concepts
- Be well versed in key productivity methodologies, tools and techniques
- Measure productivity and re-evaluate the implementation
- Implement job redesign plans that will improve productivity in an aging and diversified workforce

PMP is relevant to:

Professionals, Managers, Executives and Technicians who have a key interest in managing productivity through mind-set change as well as measure the productivity growth as part of tracking.

Course Fees

$2,600 (excl GST)*

SMEs $260
after 90% funding from WSG

non-SMEs $780
after 70% funding from WSG

*(GST will be applied to the Nett Fee after funding)

Contact Details

Singapore National Employers Federation (SNEF)
Name: Irene Chiang
DID: 6827 6918
Training Hotline: 6827 6927
Email: Irene_chiang@snef.org.sg
Website: http://www.sgemployers.com
Enhanced Certified Productivity Practitioner Programme (eCPP)
On Course For Productivity

Supported by Workforce Singapore (WSG) and conducted by the Singapore Productivity Association (SPA), the eCPP Programme is designed to train participants on various productivity tools and techniques that can be implemented to drive productivity improvements.

Participants will develop a productivity roadmap with the consultant; and develop and implement lean solutions with on-site project guidance provided by experienced productivity consultants. The eCPP Programme aims to help your company achieve a minimum of 20% productivity improvement for a chosen Lean Project.

*Companies can include eCPP as a project under the Lean Enterprise Development (LED) Scheme.*
What You Will Learn

Duration: 10 days (including project guidance)
Minimum participants per company: 6

<table>
<thead>
<tr>
<th>MODULE 1</th>
<th>MODULE 2</th>
<th>MODULE 3</th>
<th>MODULE 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Understanding Productivity</td>
<td>• Roadmapping</td>
<td>• Project Guidance</td>
<td>• Post-Implementation Review</td>
</tr>
<tr>
<td>• Tools &amp; Techniques</td>
<td>• Training in Elective Modules Based on Project Requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Introduction to Job Re-design</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 days</td>
<td>3.5 days</td>
<td>3 days</td>
<td>0.5 day</td>
</tr>
</tbody>
</table>

eCPP is relevant to:

Those who are involved in developing, managing and implementing productivity initiatives including:

- SME and Non-SME Managers
- Senior Executives
- Supervisors

Not only significant time-saving (more than 20%) has been achieved in the piloted process, other improvements have been achieved. Staff’s overtime work has been reduced significantly and team members can have more time with their families. The workplace is now more organised.

- Julien Bompard | Chef / Director | Cuisine Service Pte Ltd

Course Fees (excl GST)

<table>
<thead>
<tr>
<th></th>
<th>SMDs</th>
<th>non-SMDs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,880</td>
<td>$5,640</td>
<td></td>
</tr>
</tbody>
</table>

For 6 Participants per company

($313.33 per participant) after funding

($940 per participant) after funding

*(GST will be applied to the Nett Fee after funding)

*Please check with SPA on the funding criteria and conditions.

Contact Details

Singapore Productivity Association (SPA)
Contact person: Ms Mindy Cher / Mr Thomas Chia
Tel: 6375 0940 / 6375 0945
Email: mindy.cher@spa.org.sg / thomas.chia@spa.org.sg
Website: http://www.spa.org.sg
## Summary of Programmes

<table>
<thead>
<tr>
<th>Programme</th>
<th>Unique Feature</th>
<th>Sector</th>
<th>Duration</th>
<th>Cost (excluding GST), after funding from WSG</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WSQ OMNI</strong></td>
<td>Original version based on proven Operations Management Innovation methodology based on R&amp;D</td>
<td>• Supply Chain, Procurement, Logistics • Inventory &amp; Warehouse Management • Manufacturing, Production, Engineering • Industrial Engineering • Operations Management and Retail Services</td>
<td>10 half-day sessions Mentoring: 3.5 months</td>
<td>SME: $1,800 Non-SME: $5,400</td>
</tr>
<tr>
<td><strong>WSQ OMNI-LITE</strong></td>
<td>Condensed version based on proven Operations Management Innovation methodology based on R&amp;D</td>
<td>• Supply Chain, Procurement, Logistics • Inventory &amp; Warehouse Management • Manufacturing, Production, Engineering • Industrial Engineering • Operations Management and Retail Services</td>
<td>6 half-day sessions Mentoring: 2 weeks</td>
<td>SME: $600 Non-SME: $1,800</td>
</tr>
<tr>
<td><strong>SME QIANG</strong> (Quality Initiatives to Assist, Nurture and Grow)*</td>
<td>WSQ bundled lean six sigma and productivity implementation training for SMEs</td>
<td>• Cross-sectoral</td>
<td>6 ½ days, with a 2-month Productivity Improvement Project.</td>
<td>SME: $4,740</td>
</tr>
<tr>
<td><strong>Lean Enterprise Accelerated Programme (LEAP)</strong></td>
<td>Tested and proven solutions applicable across diverse industries and sectors such as cleaning, retail and manufacturing industries</td>
<td>• Manufacturing and Services</td>
<td>6 days (includes a productivity improvement project)</td>
<td>SME: $795 Non-SME: $995</td>
</tr>
<tr>
<td><strong>Mentorship for Accelerating Productivity (MAP)</strong></td>
<td>Enhanced “Train and Coach System (TACS)&quot; previously developed in partnership with NextMU (formerly Motorola University) and renowned lean six sigma experts</td>
<td>• Manufacturing and Services</td>
<td>1-day diagnostic and 2-day in-class champion training with a 3-month productivity improvement project</td>
<td>SME: $2,000 Non-SME: $6,000</td>
</tr>
<tr>
<td><strong>Productivity Leadership Programme</strong></td>
<td>Promoting Productivity Mindset for CXOs based on Real Case Examples</td>
<td>• Cross-sectoral</td>
<td>1 day</td>
<td>SME: $100 Non-SME: $300</td>
</tr>
<tr>
<td><strong>Productivity Management Programme for Managers</strong></td>
<td>Emphasis on productivity with broad-based strategies for sustainable company performance</td>
<td>• Cross-sectoral</td>
<td>5 days (includes a productivity improvement project)</td>
<td>SME: $260 Non-SME: $780</td>
</tr>
<tr>
<td><strong>Enhanced Certified Productivity Practitioner Course</strong></td>
<td>Re-designed for services-oriented SMEs in productivity concepts</td>
<td>• Services-related</td>
<td>10 days (includes a productivity improvement project)</td>
<td>SME: $1,880 for 6 participants per company Non-SME: $5,640 for 6 participants per company</td>
</tr>
</tbody>
</table>

* For SMEs only