

MERRY CHRISTMAS
HAPPY NEW YEAR 2011



#ENPCC

Newsletter

ISSN 1694 - 0229 SEP-DEC 2010 VOL. 9 NO. 3-4

National Productivity and Competitiveness Council

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CATS CONVENTIONS 2009 AND 2010: QUALITY PEOPLE IN OUR SCHOOLS

INTRODUCING CIVIC ACTION TEAMS (CATS) IN THE EDUCATION SECTOR INVOLVES A NEW MODEL OF PEDAGOGY. SCHOOLS MOVE TOWARDS BEING LEARNING ORGANISATIONS, RATHER THAN TEACHING ORGANISATIONS. STUDENTS TAKE CO-OWNERSHIP OF THEIR OWN LEARNING, AND CAN BECOME PARTNERS IN THE RUNNING OF THE SCHOOL. THE 8TH AND 9TH CATS CONVENTIONS FOR THE EDUCATION SECTOR WERE HELD ON THE 18TH AND 19TH AUGUST 2010 AT THE OCTAVE WIÉHÉ AUDITORIUM, UNIVERSITY OF MAURITIUS. THIRTY PROJECTS WERE SHOWCASED DURING THESE TWO DAYS FOLLOWED BY A CEREMONY OF REWARDS.

At Batatran Government School in Rodrigues, vegetables are grown in a school garden and this has changed the eating habits of the school children. A science lab was set up at Ramnarain Roy Government School where experiments related to the environment are conducted and students can better understand how they can contribute to a 'better Mauritius'

The DAV College of Morcellement St André wanted to boost team spirit among learners. They reviewed the sitting arrangements in the classes to encourage group work. To enhance team building, they organised a residential seminar during the holidays. At Terre Rouge SSS, students now have a place to eat, meet and interact in the multi-purpose student lunch and recreational corner.

These are a few examples of the implementation of CATS projects in the school environment. From the 100 schools that have shown interest in the project for the 2009 and 2010 editions of the CATS convention, twenty projects reached the national conventions, held at the Auditorium Octave Wiéhé, University of Mauritius on the 18th and 19th August 2010.

Professionals from various institutions constituted the judging panels which were set up to assess the

projects during these two days. The criteria used for the assessment of the projects covered problem identification, analytical techniques, solutions developed, action implementation, communication and how meetings were conducted and records of meetings kept.

Most of the teams went for case study presentations. They displayed the confidence as well as the skills, including team work and communication, which they have gained.

The ceremony of rewards was attended by Honourable Dr Vasant Bunwaree, Minister of Education and Human Resources and Honourable Michael Sik Yuen, Minister of Business, Enterprise, Cooperatives and Consumer Protection. Dr K. Coonjan, Executive Director of the NPCC commented how the NPCC is promoting civic responsibility through the CATS project, considered as an engine of productivity.



From left to right, Mr R. Mungur, NPCC Chairman, Dr K. Coonjan, NPCC Executive Director, Dr V. Bunwaree, Minister of Education and Human Resources, Mrs L. Tack Shin from IBL Foundation, Mr F. Adolphe, from IBL Consumer Goods, and students from Batatran GS Rodrigues.

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Winner Primary 2010: Ramnarain Roy GS

MAKING INFORMATION TECHNOLOGY ACCESSIBLE TO THE CIVIL SOCIETY

In this technological era, literacy and proficiency in information technology have become sine qua non pathways to earning a decent livelihood and hence improve the standard of living of each citizen. The human factor being an important link in the change process that will lead to any productivity improvement, the National Productivity and Competitiveness Council has developed the English Literacy using IT (ELIT) course that aims to equip the individual with the necessary knowledge, skills and attitudes not only in English language and numeracy but also to guide him towards securing a job or becoming a potential entrepreneur.

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INTERVIEW: MAMORU YOSHIMURA: 'QUALITY IMPROVEMENT IS A CATALYST FOR PRODUCTIVITY IMPROVEMENT'



Mr Mamoru Yoshimura, a management consultant of the Japan Productivity Centre, was in Mauritius recently. Mr Yoshimura has had a long and fruitful career at Fuji-Xerox, Japan where he was in charge of toner development and manufacturing. Through the model companies project, he is presently collaborating with Pan African Productivity Association (PAPA) including the National Productivity and Competitiveness Council on quality improvement in enterprises using kaizen. He shares his views on the subject with our readers below.

Question: Quality for Japanese companies is not a one-off exercise but a well thought strategy to response to customer / market requirements. Can you tell us more about this philosophy?

Answer: Japanese companies contribute to the society by satisfying the demands of customers and the markets. In Japan, companies investigate the different functions of their products and services in order to respond to the requirements of their customers and increase their customer-base throughout the world.

Question: What is the relationship between quality and productivity?

Answer: There is a positive correlation between quality and productivity as the two are inseparable. Quality and productivity are integrally bound as quality is part of productivity and productivity is a part of quality. Quality improvement is a catalyst for productivity improvement. The positive relationship between productivity and quality is that reduced productivity resulted from quality defects, rework, and scrap. The improvement in quality will transfer waste of resources into the manufacture of good products. Similarly, less rework means more time devoted to manufacturing acceptable products, and less scrap means fewer wasted material therefore resulting in a gain in productivity.

Question: Human nature being reluctant to change, how do you explain the Japanese worker's motivation to apply continuous improvement (kaizen) activities at his workplace?

Answer: Managers and consultants have to explain that the improvement (kaizen) effort of all employees creates the profit of the company for employees. When the employees experience that their efforts appear as improvement (kaizen), they can get self-confidence. The pleasure and recognition that the employees get drive them to the next improvement (kaizen) activity. Managers and consultants have to assist employees patiently until they create improvement (kaizen) efforts and they should also praise the improvement (kaizen) efforts of the employees.

Question: In this new globalised world market, as a management consultant, what would be the challenges for enterprises coming from developing countries like Africa?

Answer: With the transformation of the competitive landscape, the emergence of new sources of competition, and increased environmental concerns, firms have to re-evaluate their strategic thinking and strategy development. They should develop new approaches by exploring how to respond to changing conditions in a broader perspective of world markets to anticipate, respond and adapt to the changing configuration of these markets. It is important that enterprises increase their own strengths to survive in the global market. For manufacturing companies, it is necessary for them to learn the basics of manufacturing and to reinforce their strengths after having built the basics.

Question: Enterprises in developing countries do not seem to attach importance to data collection. Why is data collection so important?

Answer: Through data collection, one can analyze the reality (Genjitsu). By understanding the reality (Genjitsu) correctly, the company can advance in the right direction. In addition, there is new discovery by collecting data. As a result, accumulated knowledge will become an important property for a company. Actually, many Japanese companies have grown up, because of accumulated knowledge. For continued company growth and manufacturing development, this persistent effort is necessary. 

NPCC TRAINING COURSES FOR 2011

To enable individuals and enterprises acquire the key competencies that would enable them strive in the increasingly competitive market place, NPCC is once again organising a series of training programmes that will groom you to achieve outstanding results. Hurry and enroll now by calling us on 467 7700 or by emailing us at natpro@intnet.mu as seats are limited.

Course Title	Target Group	Proposed Date
Productivity and Quality Awareness Course	General Public	9- 10 February 2011
Customer Care	Middle Management	23-24 February 2011
Creativity and Innovation for SMEs	Team Leaders / Team Members	16-17 March 2011
Productivity and Quality Awareness Course	General Public	23-24 March 2011
Train-The-Trainer for On-The-Job Training Facilitators	Middle Managers / Facilitators	6-7 April 2011
Team Problem Solving	Operators	13-14 April 2011
Green Productivity	Middle Managers and staff (especially business operations and maintenance)	20-21 April 2011

CATS CONVENTIONS 2009 AND 2010: QUALITY PEOPLE IN OUR SCHOOLS

The winners received a certificate and a trophy from the NPCC. IBL Foundation, IBL Consumer Goods and l'Aventure du Sucre kindly sponsored the event and gave tokens to all the winners as well as all the students that have reached the national conventions.

Winner primary 2009: Batatran Government School, Rodrigues
Project title: A better future with appropriate eating habits

Winner secondary 2009: DAV College
(Morcellement St André)
Project title: Lack of team spirit among learners.

Winner primary 2010: Ramnarain Roy Government School
Project title: Absence of a Science Lab

Winner secondary 2010: Terre Rouge SSS.
Project title: Setting up of a multi- purpose student lunch and recreational corner at school



'MANAGEMENT COMMITMENT IS IMPERATIVE TO IMPLEMENT AND SUSTAIN QUALITY CIRCLES IN ENTERPRISES.'

The Quality Circle Forum of India (QCFI) is recognized as the institution representing the Quality Circle movement in India and has represented the country in several international forums. The organization has successfully implemented Quality concepts under the TQM umbrella across several industry verticals which have experienced a phenomenal enhancement of their work processes and productivity after implementation of quality concept tools.

Shri S Srinivasan B.E, one of the Directors of the Quality Circle Forum of India, was in Mauritius last August. He paid a courtesy visit to the Executive Director of the NPCC, Dr K. Coonjan, and the latter invited him to attend the 8th and 9th CATS Conventions for the education sector. Shri Srinivasan tells us more about quality circles in India and gives his views on how to propagate the concept in Mauritius. Quality Circle Forum of India came into existence in April 1982, as a non-profit, non-political, national professional body managed by an Executive Director, with the purpose of creating an environment for active involvement and participation in every area of human endeavour.

Quality Circle concept was first introduced by BHEL, Ramachandrapuram plant, Hyderabad in the year 1980 in India through the initiative of Mr. S.R. Udpa, General Manager, Operations. He received the needed support from senior management of BHEL headed by Mr. Madhav Rao. The vision of QCFI is to be a national centre for propagation of quality concepts and philosophy with special focus on quality circles for promoting material, human and spiritual level of people. Its mission is:

- to impart training, knowledge and practice of quality concepts and philosophy with special attention to quality circles to organisations and people in our nation to face challenges and achieve success in this fierce competitive world
- to disseminate, share and keep abreast in the knowledge of quality concepts
- to create total quality people

Many organisations have introduced quality circles in India but not all have succeeded in sustaining them. This can be explained by a lack of training as well as a lack of constant help and support from the managers who are facilitators, and those who are managing. It all depends on the top management commitment. Some companies have their own department for quality circles. Participation in quality circles is voluntary and it is not always easy to maintain the momentum and the motivation. The problem is sometimes more acute for medium and small enterprises that do not have many employees since they find it difficult to spare time for quality circle activities. It is only when companies can link quality circle activities to profit that they see their interest and benefits.

"When implementing 5S the changes are visible very quickly"

QCFI offers quality circle certification as well as the 5S certification which is recognised as a qualifying norm by the Confederation of Indian Industry (CII). The companies have a steering committee to monitor the implementation of 5S. The teams will assess the 5S, compare and analyse the results obtained after each week. Auditors verify the regularity of 5S and go through the records. When implementing 5S, the changes are visible very quickly. Once it becomes a habit, people do not want their workplace to revert back to its initial status. In India, in several organisations the departments compete among themselves whereby scoreboards with the results achieved by each department are displayed.



VIEWS & COMMENTS

"I was very impressed by the CATS Conventions for the education sector. The students showed a lot of confidence - you get the feeling that they know what they are talking about, they understand what they are saying. They displayed no fear to talk in front of an audience. I believe the training delivered to them and to the teachers was very good. It is also important to bring quality circles (CATs) to all the teachers in the schools. The NPCC should think of having quality circles for teachers."

Shri S. Srinivasan, Director Quality Circle Forum of India (QCFI)



"The NPCC should be given due credit for having initiated such a project for the education sector. The CATS conventions 2009 and 2010 were a real success story. NPCC's staff commitment in the organisation and management of the event was visible. Jurors showed a high degree of professionalism and transparency in their assessment and deliberations; adding to the credibility of the convention.

All participants, in one way or the other, have been winners as they have learnt working as a team thereby developing their personalities and team spirit which are sine qua non conditions for the development of peaceful and harmonious living in this multi cultural Mauritian society. Students have produced projects of good quality which can surely be improved further. This shows clearly that if our children are given the proper guidance, facilities and encouragement they will perform very well in education for their overall development.

Therefore, NPCC has to continue organising such conventions with a view of making a positive contribution to the education sector and to the society as a whole."

Rajen Suntoo, Lecturer, University of Mauritius and Chairperson of jurors

MAKING INFORMATION TECHNOLOGY ACCESSIBLE TO THE CIVIL SOCIETY ... continued

...The Fondation Espoir et Développement of the Beachcomber Group in an attempt to support growth and upgrade skills of the layman approached the NPCC to deliver the English Literacy using IT (ELIT) course for the inhabitants of Curepipe region. The trainees, who were participants who had benefitted from a foundation course in basic French literacy, were hardly able to speak a word in English. At the end of the ELIT training, the twelve trainees were able not only to thank the organisers but could even express their feelings through their songs and their speeches in English. For Nadia Manikon, one of the trainees, who presently works as a caretaker at Notre Dame College, the ELIT course has enabled her to introduce herself in English and to communicate via e-mail and the computer with her daughter abroad.



Trainees of the Fondation Espoir et Développement at the ceremony of handing over of certificates held on the 24th November 2010

The Bel Ombre Foundation for Empowerment which aims at the development of the Bel Ombre region, through the empowerment of the inhabitants by investing in training, entrepreneurship and social integration sought the collaboration of the NPCC to deliver the ELIT training to 23 community members. The aim was to prepare them to benefit from opportunities due to the increasing number of hotels and IRS development in the region. Ajay Seetaram, a taxi driver in a hotel who has followed the course expresses himself *'When you learn Basic English, you have opened a door on the world. I work as a taxi driver in a hotel. I was very uncomfortable with the English language. It was difficult to have a conversation in English with the tourists. Sometimes even if I understand what they said it was hard to reply in English. I was very lucky to have this course. Now I can even use a computer, surf on Internet to know more about different countries so that I can always have a topic for conversation.'*



Participants from the Bel Ombre Foundation

For members of the Association Socio-Culturelle de Tranquebar, the approach was different. As ten members of the association

have been trained as trainers to deliver the ELIT course, they were called upon to train inhabitants of that region so as to assist the inhabitants of their community to bridge the language and digital divide. A first batch of 20 inhabitants, from different social backgrounds and education levels, just completed the course and developed a portfolio showcasing all the activities and projects that they have been working on during their training.

Hema Pem, the lady trainer, recalled her amazement for experiencing the spirit of friendship which prevailed during the lessons. For her, it was necessary to address the difference in the psychological background of each of the participants. She said: *'There were barriers between them and therefore it was necessary to find appropriate approaches to overcome these barriers and get them to work in teams. But things became easy as soon as they were asked to describe themselves and their hobbies.'* The trainees on their part have through the course been able to overcome their hesitations about using the computer and they now confidently chat and surf over the Internet. 



EMBEDDING KAIZEN CULTURE IN THE ORGANISATIONAL MOSAIC - THE CASE OF MIRAI INDUSTRY COMPANY LTD

Competition has brought about profound changes in the way of running businesses today. Every world-class organisation knows that its people are its greatest assets. The successful management of any organisation rests on making sure that the Voice of the Customer (VOC) and the Voice of the Employees (VOE) are in alignment. In order for an organisation to position itself to keep its competitive advantage over its competitors, it must balance its systemic and humanistic sides.

However, one of the biggest challenges of enterprises is how to build up an enabling culture that would drive productivity and efficiency among employees. Japanese companies have been the leading light in propagating these cultural drivers in the world through the practice of Kaizen. Kaizen is nothing but a system of continuous improvement in quality, technology, processes, company culture, productivity, safety and leadership. Embedding the Kaizen culture brings incremental changes and brick by brick builds the competitive edifice of organisations.

Unique approach to promote Kaizen



The CEO of Mirai Industry showing the participants of the Observational Study Tour from Africa visiting his company the suggestion box for ideas received from his employees

Though most of the Japanese companies practice Kaizen, the Mirai Industry Company Limited, one of the most successful electrical manufacturers in Japan, has adopted a unique approach regarding getting the best Kaizen ideas from employees.

Each and every suggestion receives a small cash reward, regardless of whether it is being implemented or not. However, if the idea is a product innovation or improvement there can be significant bonuses paid to the team or individual. Furthermore there is a league table for the total number of Kaizen suggestions made per person, with incentives given for attaining certain milestones during the calendar year.

During a Gemba (workplace) tour at Mirai Industry Co Ltd, one can clearly find concrete examples of products and improvements that are a direct result of employees Kaizen suggestions. Mirai also demonstrates high levels of 5S, workplace organisation and cleanliness which underline the high commitment level of the employees vis-a-vis the company.

The owner of Mirai is very passionate about creating a working environment where everyone's ideas are valued, and Kaizen thinking is practiced. Employees are actively encouraged to make and implement suggestions hence creating value for their customers. One amazing employee scheme is that the owner takes all company employees on holiday every 5 years! Mirai's employee involvement programme which focuses on Kaizen, 5S, innovation and customer satisfaction has set it apart from its competitors. 

MERRY CHRISTMAS & HAPPY NEW YEAR 2011



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