

Asian Productivity Organization

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PROJECT NOTIFICATION

24 June 2011

1. **Project Code:** 11-IN-31-GE-TRC-A
2. **Title:** Training Course on Development of Productivity Practitioners:
Advanced Program (DPP: Advanced)
3. **Duration and Timing:** 26 September–14 October 2011 (19 days)
4. **Venue:** Kuala Lumpur, Malaysia
5. **Implementing Organization:** Malaysia Productivity Corporation
Address: P.O. Box 64, Jalan Sultan 46904 Petaling Jaya,
Selangor, Malaysia
Phone: 60-3-7951-2314
Fax: 60-3-7958-1697
6. **Number of Overseas Participants:** Up to 18 participants
7. **Number of Local Participants:** Up to 6 participants
8. **Closing Date for Nominations:** **19 August 2011**
9. **Objectives:** This training course will equip participants who previously attended the basic course with advanced productivity improvement principles, techniques, and approaches. At the end of the advanced course, productivity practitioners are expected to be able to:
 - a) Identify problems and implement solutions for achieving organizational excellence;
 - b) Identify and use appropriate tools and techniques leading to organizational excellence;
 - c) Develop a framework, strategies, and action plans for achieving excellence and competitiveness at the organizational level; and
 - d) Provide advice and deliver promotional, training, and consulting services on advanced productivity techniques to organizations.

10. Background:

The DPP: Basic and Advanced training courses have been conducted since 1994 and 2001, respectively. These two courses are held to equip productivity professionals from various NPOs with basic and advanced productivity and quality tools to strengthen their technical competency and the institutional capacity of NPOs. The overall course aims to prepare productivity practitioners to be able to:

- a) Promote productivity in enterprises and industries;
- b) Conduct basic productivity training and provide consultancy services;
- c) Diagnose problems, analyze them, and develop countermeasures;
- d) Develop and implement action plans for the application of productivity techniques in enterprises and industries;
- e) Design productivity training programs; and
- f) Train, coach, and mentor junior productivity practitioners.

Specifically, DPP: Basic aims to equip participants with basic, fundamental knowledge on productivity so that they can perform the roles of junior productivity practitioners, while DPP: Advanced aims to equip participants with more advanced and emerging productivity techniques so that they can guide junior practitioners and at the same time upgrade the level of professional assistance provided to organizations and industries. Senior practitioners can further develop themselves through specialization, pursue areas of specific interest, and tap other knowledge resources or attend specialized courses organized by the APO and its member countries.

11. Provisional Scope and Methodology:

a) Scope

The course design is based on the major competencies of productivity practitioners as trainers, consultants, and promoters of productivity and quality improvement. It comprises four modules based on Attachment 1.

- Module I: Productivity and Business Competitiveness;
- Module II: Corporate Strategies and Implementation;
- Module III: Process Management and Customer Focus; and
- Module IV: Productivity Tools and Techniques.

b) Methodology

- Individual presentations on current job activities related to productivity promotion, training, and consultancy, and future plans to specialize in productivity tools and techniques;
- Resource presentations on selected advanced productivity improvement tools and techniques;
- Examinations before and at the end of the course to assess the level of competency among participants; and
- Site visits to local large enterprises and SMEs to observe productivity and quality-related activities.

12. Qualifications of Participants:

- a) **Age:** 28–45 years old.
- b) **Education:** University graduate or equivalent.
- c) **Present Position:** Participants should preferably come from NPOs, although candidates from similar organizations with relevant experience in implementing productivity improvement projects could also be considered. Priority will be given to those who attended DPP: Basic and have been involved in at least two productivity improvement projects or have equivalent knowledge and skills in using productivity tools and techniques.
- d) **Experience:** At least 5 years of working experience with NPOs or related agencies.
- e) **Language Proficiency:** Proficiency in written and spoken English is essential. Classroom lectures and discussions are conducted in English, and it is therefore of the utmost importance for participants to have a good command of English to participate in discussions and present class assignments. Those who are not proficient in English should not apply.
- f) **Health:** Physically and mentally fit to attend an intensive program.

13. Financial Arrangements:

a) To be borne by the APO

- i) All assignment costs for overseas resource persons.
- ii) Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participant's place of work and Kuala Lumpur, Malaysia, for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal, and for participants from SMEs and nonprofit organizations from other APO member countries. As far as practicable, all participants are strongly encouraged to purchase and use discount tickets (following IATA PEX or other applicable discount fares). Please note that arrangements for the purchase of air tickets should be in accordance with the "Guide on Purchases of Air Tickets for APO Participants," which will be sent to the selected participants and is available on the APO website at <http://www.apo-tokyo.org> and from APO Liaison Officers in member countries. Please note that no additional per diem allowances will be provided due to early arrival, delayed departure, rerouting of tickets, or any other reason whatsoever.
- iii) Hotel accommodations for up to 18 overseas participants at the designated hotels for up to six days.

b) To be borne by the host country (Malaysia)

- i) Hotel accommodations for up to 18 overseas participants for up to 14 days.
- ii) Per diem allowances for up to 18 overseas participants for up to 20 days.
- iii) All other local implementation costs.

c) To be borne by participants or participating countries

- i) For participants from profit-making organizations, except for SMEs, from APO member countries other than Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal:
 - (1) Round-trip international airfare between the member country and Kuala Lumpur.
 - (2) Participating Country Expenses at US\$100.00 per participant, payable to the APO in convertible currency.
- ii) For all participants:
 - (1) All participants should be fully insured against accident and illness (including hospitalization) for the principal sum of US\$10,000 for the entire duration of the project and travel and must submit to the APO before participation a copy of the comprehensive travel insurance certificate valid in Malaysia. The cost of such insurance will be borne by the participants or participating countries. This insurance requirement is in addition to existing government insurance coverage in some member countries. If any participant is unable to insure him/herself as stipulated above, he/she should secure this insurance in the host country at the commencement of the project and pay the premium him/herself. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident or illness.
 - (2) Any expenses incurred by participants for stopovers on the way to and from the project venue and also for extra stay at the project venue before and/or after the official project period due to early arrival, late departure, or any other reason whatsoever.
 - (3) Any expenses related to visa fees and airport taxes.

14. Actions by Member Countries:

- a) Each member country is requested to nominate three or more candidates for selection. Please ensure that candidates nominated meet the qualifications specified.
- b) We will not accept any form of self-nomination. All nominations must be endorsed and submitted by an APO Director, Alternate Director, Liaison Officer, or their designated officer.
- c) Please note that nomination does not necessarily guarantee that a candidate will be

selected. Selection is at the discretion of the APO Secretariat. A basic criterion for selection is the homogeneity of the participants in terms of qualifications and work experience. Nonselection therefore does not mean that the candidates concerned are not competent. Sometimes candidates are not selected because they are overqualified.

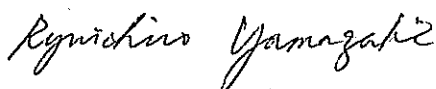
- d) Each nomination should be accompanied by the documents listed below. Nominations lacking any of these documents may not be considered:
 - i) Two copies of the candidate's biodata on the APO biodata form together with passport-sized photograph. The biodata form can be downloaded from the APO website. Downloading information is also available from www.apo-tokyo.org. We encourage submitting the biodata form to the APO Secretariat in electronic form as an attachment to a cover e-mail message from the APO Director, Alternate Director, or Liaison Officer.
 - ii) APO Medical and Insurance Declaration/Certification Form. Every candidate must complete and submit a copy of the APO Medical and Insurance Declaration/Certification Form with his/her biodata at the time of nomination. Please note that for this particular project self-declaration is sufficient for candidates without any of the health conditions or illnesses enumerated on the reverse side of the medical form. However, for all others, medical certification by a recognized physician on the reverse side of the medical form is required.
- e) Member countries are encouraged to submit necessary documents electronically as mentioned in (d)-(i). In that case, there is no need to send a hard copy by postal mail. However, if the documents are submitted by fax, member countries are requested to mail the originals of the documents to the APO as well. If a digital photograph of a nominee is not attached to the electronic biodata form, a hard-copy photograph should be sent to the APO Secretariat by postal mail. Please specify the candidate's name and the project code on the reverse side of the photograph.
- f) Member countries are requested to abide by the nomination deadline specified in Section 8 on the first page. The APO may not consider late nominations as they have in the past resulted in considerable difficulties to the implementing organization in its preparatory work for the project.
- g) Under normal circumstances, candidates who are selected after the initial screening will be informed of their acceptance at least four weeks prior to commencement of the project.
- h) Member countries are requested to inform candidates that, once selected, they are not to bring family members or to engage in any private business activities during the entire duration of the project. Further, if they should become unable to take part, the NPOs concerned are requested to inform the APO and the host country promptly of the reasons for their withdrawal.
- i) Each selected candidate is required to arrive at the venue one day before the start of the official project. Also, he/she is expected to return home upon completion of the official project because he/she is visiting the host country for the specific purpose of attending this APO project.

15. Preparatory Work by Participants

The selected participants will be required to submit a paper on the status of the productivity improvement projects they have undertaken, including training and consultancy. The paper should include an overview of programs and activities and the primary areas of involvement (application of productivity tools and techniques). The guidelines will be provided later.

16. Guide for Participants

Other conditions for participation are stated in the *APO Guide for Participants*, which is available from APO Liaison Officers/NPOs in member countries and on the APO homepage (http://www.apo-tokyo.org/05part_guide.htm).



Ryuichiro Yamazaki
Secretary-General

MODULE 1: PRODUCTIVITY AND BUSINESS COMPETITIVENESS

Productivity and Competitiveness

It is recognized that productivity plays a critical role in enhancing competitiveness at both corporate and national levels. This module seeks to clarify that role and focuses on alternative productivity strategies for competitiveness. An understanding of the internationally accepted framework for competitiveness can play a significant role in recommending a holistic national/organizational approach for competitiveness and higher productivity.

Understanding Total Factor Productivity

Basically, there are two distinct sources of growth: input-driven and productivity-driven growth. Productivity-driven growth is associated with the enhancement of factor efficiency of labor and capital, as well as total factor productivity (TFP) through skill upgrading, capital deepening, and improvements in management and entrepreneurship. TFP improvements will enable the economy to generate a larger output from the available resources, hence shifting it to a higher-growth path. TFP is therefore an important contribution to the sustainable long-term economic growth of a nation.

The Productivity Journey: APO and Country Experience

The purpose of this session is to share the experiences of nations and organizations in promoting the productivity movement and organizational excellence in Asia. The context and motivation for the journey will be discussed, and efforts and achievements to become an excellent organization or nation will be analyzed.

MODULE II: CORPORATE STRATEGIES AND IMPLEMENTATION

Understanding the Business Excellence Framework

Most organizations recognize that total quality management (TQM) is important but many do not know where to begin or how to sustain it in the long run. The business excellence framework underpinning most recognized quality awards involves a structured approach that organizations can follow to set up management systems and processes to ensure that businesses excel. Embracing this framework can guide aspiring organizations in their quality journey.

Deploying Corporate Strategy through the Balanced Scorecard

Performance measurement and management have emerged as tools to control businesses. The balanced scorecard takes this approach and elevates it from a tactical operational activity into a strategic management philosophy incorporating the delivery of organizational vision and facilitating feedback loops to gather information from people and operational systems. This strategic feedback and performance measurement system enables organizations to manage their business operations more effectively. Mechanisms for translating organizational goals and vision into action plans such as the deployment of key productivity indicators will further guide organizations on their journey.

Organizational Productivity Diagnosis through COMPASS

In general, productivity signifies the measurement of how well an individual entity uses its resources to produce outputs from inputs. There are, however, a number of different

productivity measures that are commonly used. Choosing between them usually depends on the purpose of productivity measurement and the availability of data. Understanding value-added measurement and its applications at the macro level will be discussed in detail.

Benchmarking: Assessment Tools of Organizational Performance

Benchmarking will be explained as the process of measuring an organization's internal processes and then identifying, understanding, and adapting outstanding practices from other organizations considered to be best in class. The techniques and experiences of benchmarking for sharing operational performance indicators among players in industries will be discussed.

Productivity-linked Wage Systems

Productivity-linked wage systems (PLWS) are a strategic tool for enhancing business efficiency as they link the payment of wages to productivity. Through the operation of a PLWS, employers will be able to develop performance measurements for improving productivity to ensure that productivity increases are the foundation for determining wage increases. This will enable employees to obtain a fair share of gains that arise from productivity growth and performance improvement. Different models of PLWS will be highlighted.

MODULE III: PROCESS MANAGEMENT AND CUSTOMER FOCUS

Business Process Reengineering and Innovation: A Driver of Productivity Enhancement

In this rapidly changing business environment, the ability to generate new ideas and improved processes is an important factor in staying ahead. The session will look into the methodology and reasons why organizations are now encouraging their people to be more innovative and looking for new ideas and methods to achieve the best result for the organization and their customers. A general overview of business process reengineering will also be provided.

Computerization and Information Technology

Information technology (IT) is dramatically transforming work and business practices. In this age of globalization, IT has emerged as an indispensable tool for organizations to remain competitive and productive. In this module, participants will be briefed on the applications of IT for enterprise resources planning and productivity improvement.

MODULE IV: PRODUCTIVITY TOOLS AND TECHNIQUES

Lean Management

Lean management is a comprehensive term referring to manufacturing methodologies based on maximizing value and minimizing waste in processes. The implementation of lean practices enabled many organizations to build excellent foundation of continuous improvement. The session will demonstrate how lean management or manufacturing could work to improve productivity, efficiency, and quality.

Six Sigma

Six Sigma in many organizations simply means a measure of quality that strives for near perfection. Six Sigma is a disciplined, data-driven approach and methodology for eliminating

defects in any process, from manufacturing to transactional and from products to services. The session will look into the Six Sigma methodology, approaches, and their benefits to the organization.

Total Productive Maintenance

Total productive maintenance (TPM) is an equipment management program that emphasizes operator involvement and ownership of equipment performance. The goals of a TPM program are to maximize equipment productivity, maximize equipment availability, and make quality products by eliminating causes of equipment defects, losses, and waste through expanding and engaging the knowledge, skills, and abilities of the front-line people running the process. The session will focus on understanding TPM and its major components, including how to measure and increase overall equipment effectiveness and how TPM can help avoid interruptions in production.

Knowledge Management

Knowledge management (KM) can be defined as the process of capturing and sharing a community's collective expertise to fulfill its mission. KM takes advantage of an organization's most valuable asset: the collective expertise of its employees and partners. The session will look into the concepts and benefits of KM and its management approach in organizations.

Report on Productivity Improvement Project

Please briefly explain your experience in a productivity improvement project you have undertaken.

Name:

Project Title:

Project Period: - **Your Role in the Project:**

Project Background and Reason:

Implementation Activity:

Significant Achievements of the Project: