

Asian Productivity Organization

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PROJECT NOTIFICATION

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1. **Project Code:** 11-IN-92-GE-DON-C
2. **Project Title:** Institutional Strengthening of National Productivity Organizations (NPOs) through the Development of Productivity Practitioners
3. **Duration & Timing:** 2011 (two weeks for each project)
4. **Venue:** Selected member countries
5. **Implementing Organizations:** NPOs
6. **Participating Countries:** APO member countries
7. **Closing Date for Proposals:** Member countries interested in the project are requested to submit proposals following the attached guidelines (Attachment I) by **26 February 2011**.
8. **Objectives:** To provide the productivity and quality practitioners of member countries with firsthand exposure to the tools and techniques of productivity improvement, thereby enabling NPOs to build a critical mass of productivity practitioners in their countries.

9. Background:

NPOs are the key stakeholders in the productivity movement in APO member countries and are expected to nurture, strengthen, and spearhead this movement for the foreseeable future. Therefore, the ongoing need for the capacity building of NPOs cannot be overemphasized. Based on the DON need assessment survey, in-country programs specifically for the capacity building of NPOs were initiated. Through 14 such programs, 76 professionals from three countries in 2008, 166 from six countries in 2009, and 164 from five countries in 2010 were trained in basic and/or advanced productivity tools and techniques, energy management, and total quality management. These practitioners are now expected to apply their acquired skills and knowledge in advisory and training services for multiplier effects.

Based on the positive feedback received from NPOs, this program is being continued in 2011. Since 2010, this program has been expanded to cover specific subject areas of relevance to NPOs such as total quality management, total productive maintenance, balanced scorecard, knowledge management, Six Sigma, lean production, energy/environmental management, Green Productivity, etc. based on member country needs.

NPOs are urged to exercise care in choosing subject areas for in-country training programs, because they should essentially upgrade the skills of NPO professional staff in current areas of work or help them acquire new skills to apply in the near future. To ensure this, NPOs are required to prepare medium- to long-term plans for staff utilization in productivity promotion-related activities and for their training needs. In addition, based on such plans NPOs are requested to specify in their proposals the follow-up activities to be undertaken after in-country programs. Each proposal will be reviewed by the Secretariat to ensure suitability and justification.

Each in-country training program is expected to be highly interactive, work oriented, and rigorous in scope and include a comprehensive examination at the end of the course.

10. Scope and Methodology:

Scope

The program will cover productivity-related subject areas in which NPOs are currently engaged such as productivity and quality tools and techniques, total quality management, total productive maintenance, balanced scorecard, knowledge management, Six Sigma, lean production, energy/environmental management, Green Productivity, etc.

The final scope and contents of the program will be developed in close consultation with concerned NPOs based on their specific needs for the capacity building of staff, and the resource speakers will be consulted to fine-tune the program and finalize it.

Methodology

The two-week training program will involve expert lectures/tutorials, case studies, group exercises, group presentations, and site visits for NPO staff and other productivity practitioners engaged in the promotion of productivity who work as trainers, consultants, technical staff, managers, and local experts on productivity.

The program will have a comprehensive examination on the final day to assess the level of understanding of participants.

11. Roles and Responsibilities:

The roles and responsibilities of NPOs and the APO are:

NPOs:

- Organize a two-week training program to provide NPO productivity and quality facilitators with firsthand exposure to the tools and techniques of productivity and related subject areas to create a trained pool of practitioners. (It is essential that NPO professional staff comprise more than one-half of the total number of participants.)

- Depute a local coordinator(s) for managing the program
- Depute local resource speakers, if any
- Provide administrative and logistic support not covered by the APO

APO:

- Depute international resource speakers
- Assist the NPO in finalizing the program content in consultation with the experts
- Provide partial financial support for implementation of the program

12. Financial Arrangements:

The APO will apply the following guidelines to the sharing of expenses among the parties:

1) To be borne by the APO

The APO will bear the costs for deputing international resource speakers and provide financial support to meet the following costs:

- 1) Meeting package including meeting room with training facilities and requisite stationery, material, and documentation
- 2) Preparing and compiling training material sets for all participants
- 3) Hiring of equipment and transportation costs for site visits, if any

To meet the above costs, the APO will bear a maximum of USD10,000 to organize the two-week training program.

2) To be borne by the NPO

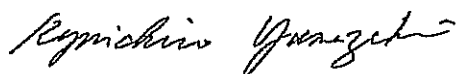
The NPO concerned will bear any other local implementation costs not covered by the APO.

Upon review and acceptance of the cost estimate submitted by the NPO, the APO will advance up to 50% of the estimated cost (not more than USD5,000).

The NPO will cover all other expenses and settle the entire account by providing all necessary bills and receipts to the APO after completion of the project. The final applicable payment will be based on the actual expenditure and review of the report submitted by the NPO as required.

13. Final Project Output:

The project is expected to create a pool of productivity practitioners in the member countries who can act as trainers and promote productivity in respective fields. Upon completion of the project, the concerned NPO will submit a comprehensive report on the training program with specific follow-up activities and recommendations to promote the productivity movement in the country. The NPO is also expected to monitor and assess the impact of the program and submit a report within six months after its implementation.



Ryuichiro Yamazaki
Secretary-General

Attachment I & II

PROPOSAL GUIDELINES

The following information should be included in the proposal:

1. Profile of the NPO
 - NPO's mission and vision
 - Activities of NPOs
 - Role of NPO in promoting productivity movement in the country
 - Linkages with other important stake holders
 - Number of professional staff and their qualification and experience
2. Current problems faced by the NPO
 - i) Describe briefly problems faced by NPO with regard to its institutional capacity for promoting productivity movement in the country;
 - ii) Reasons as to why in-country training for specific subject area is essential for the NPO;
 - iii) Envisaged improvement and expected results; and
 - iv) Follow up activities to be undertaken by the NPO after completion of training.
3. Support to be rendered by the NPO for In-country training program
 - Details of logistic support offered
 - Details of financial contribution by NPO
4. Results & outcome of previous In-country Program, if any
 - Brief details of previous in-country program
 - Benefits to the NPO in terms of capacity building
 - Follow up activities carried out by the trained NPO staff

Training Course for Development of Productivity Practitioners (DPP)

Contents of Basic Course

Module I—Productivity Concepts and Principles

1. Productivity Concepts and Principles
 - 1.1 Understanding productivity (multidisciplinary concept)
 - 1.2 Framework for productivity improvement
 - 1.3 Relationship among productivity, quality, the environment, and profitability
 - 1.4 Roles of stakeholders in productivity
 - 1.5 Ways to improve productivity
 - 1.6 The concept and practice of Kaizen

Module II—Productivity Strategies and Implementation

2. Productivity Strategies and Implementation
 - 2.1 Formulation of productivity strategies
 - 2.2 Productivity promotion and implementation in companies
 - 2.3 Productivity promotion and implementation at industry level
 - 2.4 Productivity promotion and implementation at national level

Module III—Productivity Tools and Techniques

3. Productivity measurement
 - 3.1 Productivity measurement and data analysis
 - 3.2 Concept of value added
 - 3.3 Quick management analysis using productivity ratios
4. 5S Good housekeeping practices
 - 4.1 Concepts and benefits
 - 4.2 How to practice 5S
 - 4.3 Implementation and management of 5S in organizations
 - 4.4 Visual Control Systems
5. Problem-solving through Quality Circles
 - 5.1 Concepts and benefits of Quality Circles
 - 5.2 Understanding PDCA
 - 5.3 Basic quality tools
 - 5.4 Implementation and management of 5S in organizations
6. Employee suggestion schemes
 - 6.1 Concepts and benefits
 - 6.2 Designing a Suggestion Scheme
 - 6.3 How to make quality suggestions
 - 6.4 Implementation and management of Suggestion Schemes in organizations

7. Method Study
 - 7.1 Concepts and benefits
 - 7.2 How to conduct method study
 - 7.3 The flow and handling of materials
 - 7.4 Methods and movements at the workplace

8. Work Measurement
 - 8.1 Concepts and benefits
 - 8.2 Work sampling
 - 8.3 Time study
 - 8.4 Predetermined time standards

9. Value Engineering
 - 9.1 Concepts and practices

10. Waste management
 - 10.1 Concepts and benefits
 - 10.2 How to practice waste management
 - 10.3 Implementation waste management in organizations

11. ISO9001 Quality Management System
 - 11.1 Concepts and benefits
 - 11.2 Elements and requirements of ISO 9001
 - 11.3 How to implement and sustain ISO 9001

12. Integrated management systems
 - 12.1 Concepts and benefits
 - 12.2 Common trends of integrated management system
 - 12.3 How to perform integration of management systems

13. Office Productivity
 - 13.1 Concepts and benefits
 - 13.2 Computerization and IT
 - 13.3 Internet

14. Labor-management cooperation
 - 16.1 Productivity gainsharing

15. Corporate wellness program

16. Green Productivity
 - 16.1 Sustainable development and green productivity
 - 16.2 Concepts and benefits
 - 16.3 The GP Methodology
 - 16.4 GP Tools and Techniques
 - 16.5 Case study

Module IV —Productivity Practitioner Development

- 17. Developing competencies in training
 - 17.1 Basic principles in developing and conducting productivity and quality training programs
 - 17.2 Training needs analysis and total training plan
 - 17.3 Types of training delivery: on-the-job training, e-learning, etc.
 - 17.4 Design of training programs
 - 17.5 Development of facilitation and presentation skills

- 18. Developing competencies in management consulting
 - 18.1 The process of management consulting
 - 18.2 Data collection, analysis and making recommendations
 - 18.3 Productivity Awareness Survey
 - 18.4 Report writing and management presentations
 - 18.5 Evaluating and sustaining improvements

- 19. Developing competencies in productivity promotion
 - 19.1 Understanding corporate culture and values
 - 19.2 Developing networking and communication skills
 - 19.3 Managing change
 - 19.4 Motivation
 - 19.5 Teambuilding

Contents of Advanced Course

Module I—Productivity Concepts and Principles

- 1. Advanced Productivity Concepts and Principles
 - 1.1 Asian productivity movement
 - 1.2 Relation of productivity to organizational, national competitiveness and quality of life
 - 1.3 Understanding total factor productivity
 - 1.4 Social capital

Module II—Productivity Strategy and Implementation

- 2. Business excellence framework
 - 2.1 Corporate strategy for business excellence
 - 2.2 Business excellence criteria
 - 2.3 Implementing the business excellence framework in organizations
 - 2.4 Business Excellence for SMEs

- 3. Performance Management Systems
 - 3.1 Balanced scorecard
 - 3.2 COMPASS as a performance measurement system
 - 3.3 Deployment of productivity targets

Module III—Productivity Tools and Techniques

4. Benchmarking and best practices
 - 4.1 Concepts and benefits
 - 4.2 How to implement
 - 4.3 Implementation and management
 - 4.4 Benchmarking for industry or community of practice
5. Total Quality Management (TQM)
 - 5.1 Concepts and benefits
 - 5.2 Quality culture
 - 5.3 Quality management
 - 5.4 Quality improvement
 - 5.5 Process measurement and analysis
 - 5.6 Six Sigma concepts, benefits and applications
6. Total Productive Maintenance (TPM)
 - 6.1 Concepts and benefits
 - 6.2 How to practice TPM
 - 6.3 Implementation and management of TPM in organizations
7. Lean Management
 - 7.1 Concepts and benefits
 - 7.2 Elements and how to implement
 - 7.3 Implementation and management of Lean Management in organizations
8. Supply chain management
 - 8.1 Concepts and benefits
 - 8.2 Elements and how to implement
 - 8.3 Implementation and management
 - 8.4 Concept, benefits, impacts and application of green purchasing
9. Knowledge Management
 - 9.1 Concepts and benefits
 - 9.2 Elements and how to implement
 - 9.3 Implementation and management of KM in organizations
10. Innovation
 - 10.1 Concepts and benefits
 - 10.2 Elements and how to implement
 - 10.3 Implementation and management of innovations in organizations

Module IV—Leadership and Corporate Governance

11. Leadership
 - 11.1 Role of leadership
12. Corporate governance

13. Corporate social responsibility
 - 13.1 Concepts and benefits
 - 13.2 UN Global Compact and development of ISO 26000
 - 13.3 How to practice
 - 13.4 Implementation

Module V —Process Management and Sustaining Improvement

14. Business Process Reengineering (BPR)
 - 14.1 Concepts and benefits
 - 14.2 Elements and how to implement
 - 14.3 Implementation and management of BPR in organizations

15. Computerization and Information Technology
 - 15.1 Concepts and benefits
 - 15.2 Enterprise Resource Planning