

Asian Productivity Organization

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PROJECT NOTIFICATION

6 September 2011

1. **Project Code:** 11-IN-28-GE-TRC-B
2. **Project Title:** **Training Course on Six Sigma Black Belt**
3. **Duration:** 5–9 December 2011 (5 days)
4. **Venue:** Taipei, Republic of China
5. **Implementing Organization:** **China Productivity Center (CPC)**
Address: 2nd Fl., No. 79, Section 1 Hsin-Tai-Wu Road
Hsichih 221, Taipei Hsien, ROC
Telephone: (886) 2-2698-5886
Facsimile: (886) 2-2698-2976
6. **Number of Overseas Participants:** Up to 18 qualified participants from Cambodia, Fiji, India, Indonesia, IR Iran, Republic of Korea, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Thailand, Singapore, Sri Lanka, and Vietnam.
7. **Number of Local Participants:** Up to six qualified participants
8. **Closing Date for Nominations:** **21 October 2011**

All nominations along with the **completed biodata** form and medical certificate of the nominees should reach the APO Secretariat by the above date. Selection of participants will be completed immediately after this date. Member countries are requested to inform the APO Secretariat as soon as possible if they do not intend to participate so that the place can be made available to other interested countries.
9. **Objective** To develop Six Sigma black belts to manage Six Sigma implementation projects.

10. Background

The Six Sigma approach and methodology are a company-wide management strategy for the improvement of process performance with the objective of improving productivity and quality to satisfy customer demand and reduce costs. Six Sigma is data driven and employs various mathematical tools and statistical analysis. It has been applied by various multinational corporations. A problem-solving process known as define, measure, analyze, improve, and control (DMAIC) is extensively used. Six Sigma has gained respect among practitioners not only in manufacturing but also in the service sector.

Six Sigma borrows martial arts terminology to define a career path as well as develop professionals. A Green Belt, the Six Sigma entry level, is a Six Sigma-trained professional who does not work on Six Sigma projects exclusively but whose duties include solving specifically assigned operational problems. A Black Belt is a Six Sigma-trained professional who has cross-functional capability. Job duties include implementation of Six Sigma methodology throughout all levels of the business, leading teams and projects, and providing Six Sigma training and mentoring to Green Belts. At the top of the ladder are Master Black Belts whose ability is reflected in their role as coaches and mentors at both the operational and management levels.

This Six Sigma Black Belt training course is a follow-up to the previous e-learning course on Six Sigma Green Belt in 2009 and training course on Six Sigma Green Belt organized in 2010. The course targets graduates of the Green Belt training course who have been involved in Six Sigma projects or are consultants/trainers in Six Sigma.

11. Scope and Methodology

Scope

- Six Sigma infrastructure, requirements, and benefits;
- Review of the DMAIC methodology;
- Six Sigma statistics;
- Roles, responsibilities, and job description of Six Sigma Black Belts; and
- Six Sigma implementation strategy and project management.

Methodology

Interactive lectures, presentation of individual reports, exercises and group discussions, site visits, individual action plan presentation, and examination.

12. Requirements of Candidates

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|-----|-------------------|---|
| (a) | Age: | Preferably between 35 and 50 years. |
| (b) | Education: | Preferably university degree or equivalent. |
| (c) | Present Position: | Consultants/trainers on Six Sigma or managerial personnel from organizations implementing Six Sigma projects. |
| (d) | Qualification | Graduates of the Green Belt or related training course with |

experience in Six Sigma projects.
(candidates are required to submit an improvement project report with their application)

- (e) Experience: At least five years of experience in a relevant field.
- (f) Language: Proficiency in English communication is essential.
Proficiency: Those who are not proficient should not apply.
- (g) Health: Physically and mentally fit to attend an intensive program entailing strenuous site visits.

13. Financial Arrangements

(a) To be borne by the APO

- i) Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participant's place of work and Taipei, ROC, for all participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal and for participants from nonprofit organizations and SMEs from other APO member countries. As far as practicable, all participants should purchase 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 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.
- ii) All assignment costs of overseas resource persons.

(b) To be borne by the host country—Republic of China

- i) Hotel accommodations and appropriate per diem allowances for 18 overseas participants for up to six days.
- ii) 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 Taipei, ROC.
 - (2) Participating Country Expenses at US\$50.00 per participant, payable to the APO in convertible currency.
- ii) Participants must be fully insured against accident and illness (including hospitalization) for a principal sum of US\$10,000.00 for the entire duration of the project and travel and must submit to the APO a copy of the comprehensive travel insurance certificate before participation. Such insurance must be valid in the

countries to be visited. If a participant is unable to arrange for insurance coverage in the host country at the start of the project, he/she must pay the premium himself/herself out of the per diem allowances provided. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident or illness.

- iii) Any expenses incurred by participants for stopovers on the way to and from the project venue as well as for extra stay at the project venue before and/or after the official project period on account of early arrival or late departure, for example, due to either limited available flights or any other reason whatsoever.
- iv) Any expenses related to visa fees and airport taxes.

14. Actions by Participating Countries

- (a) Each member country is requested to nominate two or more candidates for selection. Please ensure that candidates nominated meet the qualifications mentioned in item 12.
- (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. A nomination 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 the 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.

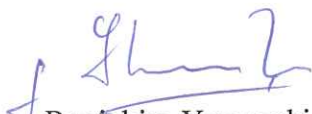
- (f) Member countries are requested to abide by the nomination deadline specified in Section 8 on the first page. The APO may not consider late nominations as they have in the past resulted in considerable difficulties to the implementing organization in its preparatory work for the project.
- (g) Under 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 their reason for withdrawal.
- (i) Each selected candidate is required to arrive at the venue one day before the start of the official program. Also, he/she is expected to return home upon completion of the official program because he/she is visiting the host country for the specific purpose of attending this APO program.

15. Preparation of Individual Reports

Each selected candidate is requested to prepare an individual report on Six Sigma project implementation following the guidelines to be provided later. Submission is required before attending this training course.

16. Guide for Participants

Other conditions for participation are given 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

Report on Six Sigma Green Belt or related project

Please briefly explain your experience in a Six Sigma Green Belt project or related project you have undertaken.

Name:	
Project title:	
Project period:	
Your role in the project:	

Project Background and Reason:

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Implementation Activity:

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Significant Achievements of the Project:

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