



# APO NEWS

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## In-country training initiatives under DON

**"T**o evolve successfully through different levels of development, key parts of the economic environment must change at appropriate times. Lack of improvement in any important area can lead to a plateau in productivity and stalled economic growth," wrote three Harvard academics, including renowned business strategist Michael E. Porter, in their Global Competitive Report to the World Economic Forum.

To revitalize and strengthen national productivity organizations (NPOs) in member countries so that they can continue to play key roles in the productivity movement in the new global economic scenario, the APO revamped its Development of NPOs (DON) Program in 2007. The DON Program aims to increase understanding of the development strategies and needs of each country and the roles of NPOs, conduct research and analysis, and then



Training session in progress in IR Iran

act upon the findings. The NPO need assessment survey was conducted last year as the first systematic attempt to identify the diverse needs of 15 NPOs and member countries under DON Strategy, the policy component of the DON Program. More than 200 specific needs were identified after in-depth analysis of the institutional development requirements and priorities of NPOs. The outcomes of the survey were shared with the members of the Governing Body, the supreme organ of the APO, at its annual meeting held in IR Iran in April this year, where appreciation was expressed for DON Program initiatives.

DON Implementation, the operational arm of the DON Program, has already begun translating DON survey findings into pilot projects comprising in-country training programs. "The organization of in-country training programs is the gateway to implementation of the DON Program, which aims to align the APO's country-specific services and facilities with the needs of individual member countries' directions based on their long-term development strategies and requirements," explained Secretariat Industry Department Program Officer K.D. Bhardwaj.

The APO organized two in-country training courses in Pakistan and IR Iran, with another in the pipeline for India, in association with their NPOs on a cost-sharing basis. The courses provided productivity and quality (P&Q) facilitators in NPOs and related stakeholders with firsthand exposure to the fundamental principles, tools, and techniques of overall productivity improvement enabling them to create a critical mass of P&Q practitioners. "The training details and curriculum of each course were designed in close consultation with the NPOs of each country and the APO resource speakers," Bhardwaj added.

The first course in Pakistan, 21 July–2 August, catered to participants who had already taken local basic courses for productivity practitioners. Twenty-nine participants comprising officers from the NPO Pakistan and productivity professionals and managers from the public and private sectors attended. Tariq Bajwa, former NPO chief and the national expert of the NPO need assessment survey, attended both the opening and closing sessions and stated that, "It is matter of great pleasure and privilege for all of us that Pakistan is the venue for the launch of such an important event." Bajwa also expressed his excitement at hosting the first project of its kind when welcoming local trainees and APO resource speakers during the opening session.

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## Austria's productivity successor body: WIFI

In some European countries, the role and functions of productivity centers have been usurped by another national body. Austria is a case in point. Austria is built on a structured system of partnerships developed immediately after World War II in 1946, as a sort of productivity center in macro form. Thus, all the main interest groups in society are constituted into self-governing “chambers,” in which membership is compulsory and to which mandatory fees are paid. There are chambers of enterprise (for companies), of workers and employees, and of farmers. This “social partnership” system of cooperation has not, however, precluded the parallel development of free associations of interest groups in the form of trade unions and employers. The ensuing neocorporatist principle of tripartitism has produced an enduring climate of compromise, consensus, and socioeconomic “wellness.”

**“WIFI’s educational role is continuously evolving, reflecting both new insights into learning and teaching approaches... and the changing skill needs of enterprises and entrepreneurship.”**

In 1950, those chambers jointly established the Austrian Productivity Centre. Fully financed by US Productivity Finance and national counterpart funds, its aim was to provide information and training in productivity concepts and techniques. But within five years its purpose mutated as it was required to develop self-financing training and information transfer activities, although claiming then and now that it is a not-for-profit association. During the 1970s, it merged with the national work-study body to become the Österreichisches Productivitas-und-Wirtschaftlichkeits-Zentrum. As such, it has created its own national niche for training and networking experts in marketing and financial management.



On the other hand, the broader functions of a national productivity body have been carried out by the Economic Development Institute of the Chamber of Enterprises (WIFI). WIFI has a staff of 45 at its headquarters in Vienna and 660 in its nine regional offices spread throughout Austria. It is known as the nation’s prime continuing vocational training and development organization. Through its regional centers it provides 20% of the country’s certified training, broken down into some 300,000 participants, 11,000 trainers, and 25,000 courses annually in 80 establishments, each with constantly updated facilities and equipment. Every year 20% of its (mainly modular) courses are developed anew and presented in its annual program book, published in a print run of 500,000 copies. Total annual turnover is €137 million.

WIFI’s educational role is continuously evolving, reflecting both new insights into learning and teaching approaches (it has trained 300 “e-coaches” for 6,000 e-learning participants) and the changing skill needs of enterprises and entrepreneurship. Thus of late it has nudged (for example, through language competitions, information campaigns, fairs, and films on careers) schools to come closer to industry and has developed academic institutes providing university-level education (MBA courses) with a strong practical bent. More action will be needed in this respect in the future if Austria is to achieve the high-tech status it seeks, since today only 18% of the working population have higher educational qualifications, well below the OECD average of 25%.

From its inception, WIFI has also been involved in awareness and information, research, and business consultancy activities. As competition grew, WIFI propagated the tools, knowledge, and attitudes that enable firms, especially SMEs, to produce more, better, and more cost-efficiently. One particularly effective tool was a “productivity bus” that continuously toured the length and breadth of the country. With time, more emphasis was attached to the problems of specific industries, such as tourism, vehicle maintenance, and electronics. Later still, in the 1970s, WIFI led efforts to introduce new technologies by pushing flexible automation and robotics.


**“...it realized from the ‘regime change’ period starting in 1990 the mutual economic and societal potential of providing European countries to its east with a helping hand in enterprise training.”**

Over the years, WIFI publications have presented, in a pithy, reader-friendly manner, the pressing and continuing issues involved in business life, such as quality assurance, managing indirect labor costs, lean management, etc. It has also sought to provide a positive spin on Austrian enterprises, at home and abroad, especially an ongoing policy of participation in the world’s major trade fairs and its “Made in Austria” campaigns. Its business consultancy activities have experienced the greatest amount of abrupt change. Until 2000, headquarters continued to provide a thriving consultancy service of its own. But already from the 1980s, membership had its qualms in the wake of a surge of privatizations in the extensive state enterprise sector. Private consultancies, moving into an expanding market, saw WIFI as unfair competition from the very organization of which they were members and financiers. Then, as Austria was experiencing the full force of European competition after joining the EU in 1995,

chamber members decided on a one-third cut in fees. With finances reduced, the headquarters consultancy provision was drastically pared. Its efforts have subsequently focused on knowledge transfer and initiating economic development programs for smaller enterprises in four areas: management; innovation and technology; energy and the environment; and work and health. Rather than impairing its operations, this restructuring has enhanced the value of WIFI's regional offices, which undertake some 15,000 consultancy assignments annually, drawing on a pool of 4,000-odd external consultants.

Internationally, although WIFI does not limit its knowledge transfer to the successor countries of the former Hapsburg Empire (it has contracts with Saudi Arabia for a career information and advisory system to counter youth unemployment and is accredited as an official foreign training institute by the People's Republic of China, for example), it realized from the "regime change" period starting in 1990 the mutual economic and societal potential of providing European countries to its east with a helping hand in enterprise training. From early training seminars provided jointly with local training providers, sometimes with franchises, the first WIFI center as such was launched in 2004 in Hungary, followed by those in Poland and Croatia. The graduates have WIFI qualifications on

which Austrian firms involved in expansion strategies in those countries can rely; in 2006, some 300 Austrian enterprises used this contract platform.

WIFI is like no other productivity center in Europe. It also has a future like none other because it is "owned" by enterprise, serving a medium-sized economy of eight million inhabitants which has grown to become a European leader in wealth creation and where unit labor costs fell 38% in the decade up to 2005, making it Europe's fastest-growing and fourth-richest economy with the benefits equitably spread among all groups of society. Austria has consistently low levels of unemployment. What more can WIFI want? Constant vigilance and adaptation, if possible proactive, to emerging challenges will ensure its longevity. 

*Anthony C. Hubert is President of EuroJobs, an organization he established to promote efforts to raise the quality of working life and productivity in Europe. He was formerly Secretary-General of the European Association of National Productivity Organizations. He writes regularly for this column.*



## Comment board



Professor of MBA-International Business **Hirohisa Nagai**, University of Tsukuba Graduate School of Business Science, Japan.

Chief Expert, expert group meeting on Global Leadership in Singapore, 14–18 July, Singapore.

"Asia is one of the most diverse regions in terms of culture, language, religion, and ethnicity. Therefore, it is important for future Asian global leaders to have a diversity management perspective.

In that sense, joint research on Asian-based Global Leadership Competency among experts from major Asian countries is very useful to develop successful Asian global leaders. I deeply appreciate the APO's initiatives on this matter and organized the expert group meeting as a follow-up to its global leadership development study meeting held in December last year. The first expert meeting took place in Singapore last July. The experts confirmed the definition of 'Asian Global Leadership,' and reviewed the construct model and survey methodology intensively. Currently, the expert team is conducting an empirical survey by means of interviews and pilot questionnaire surveys on high-performing Asian global leaders. I strongly believe that the outcome of this survey will provide a firm source for fostering the next generation of business leaders in the Asian context."

Senior Management Counsellor **Asad Farooq Siddiqi**, Pakistan Institute of Management (PIM), Pakistan.

Participant, study meeting on Expansion and Development of the Service Industry in Asia, 17–20 June, Republic of Korea.

"Over the last decade, the service sector has been the largest contributor to GDP growth in Pakistan. As a faculty member of PIM, one of my responsi-

bilities is to conduct research and develop courses on issues that cater to the training requirements of industries in Pakistan. Given the impact of the service sector on economic development, it has become essential to create training courses in this area. Therefore, the study meeting was important for my organization and my country, since it provided opportunities for exploring possibilities for the development and expansion of this sector. I was able to obtain helpful information on designing and conducting training classes, seminars, and other programs for the service sector. The meeting dealt with various topics and issues through expert presentations, site visits, and group discussions, which I found very helpful and fruitful. The key factors to the success of the meeting were the informative presentations of resource speakers, great contributions of participants, and the interactions among the participants."

Senior Lecturer **Dr. A.G. Thusitha Sugathapala**, Department of Mechanical Engineering, University of Moratuwa, Sri Lanka.

Program coordinator, e-Learning Course on Energy Efficiency, 7–10 July (Phase 2).

"Energy efficiency and Green Productivity are very important areas under the present energy and environmental situations. Therefore, this kind of e-learning program is very useful for countries like Sri Lanka, which does not have many resources and facilities to conduct professional development programs for local personnel in these areas. Most participants were satisfied with the basic format of the course. They were in particular happy with the Q&A session after each lecture, incorporation of a case study in the curriculum, and arrangement of site visits. However, some participants expressed difficulties that they had experienced in following the wide scope of information on energy efficiency and Green Productivity within four days. They suggested that a balance among different sections and topics be achieved in future projects."

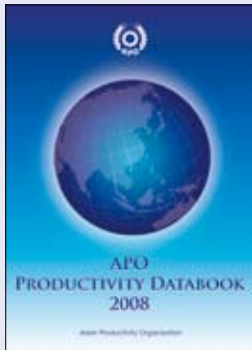




# Reading productivity and economic trends

## Part 4. Setting agriculture in order—an important step toward development

by Eunice Y.M. Lau and Koji Nomura



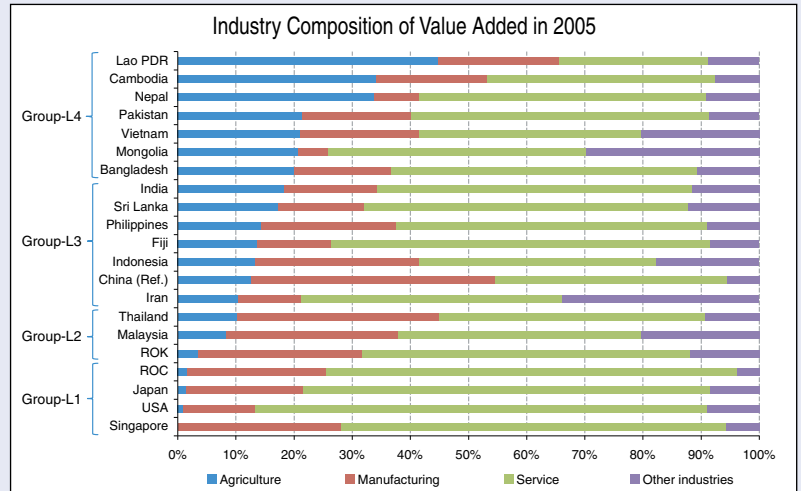
ment outcome.

The accompanying chart shows national industrial composition of total value added in 2005 (Figure 13 in the *APO Productivity Databook 2008*). The share of agriculture ranged from 44.8% in Lao PDR to 1.4% in Japan. The data suggest a negative correlation between the size of the agricultural sector and the relative per capita GDP against the USA. That is, the lowest income group tends to have the largest agricultural sector, whereas the top group has the smallest.

Agricultural employment in Asia accounted for 45% of total employment in 2005, compared with 1.1% for the USA. In Asia, agriculture generally has a higher employment share than its corresponding value-added share, implying that the sector's labor productivity level lags behind that of the wider economy. In 2005, per-worker value added in agriculture was only 31% of that in the nonagricultural sector on average. Assuming other things being equal, this difference in the industrial structure alone, i.e., the relatively less productive sector having a much greater weight, explains 10–20% of Asia's 84% labor productivity shortfall against the USA.

In the context of long-term trends, this snapshot of cross-country comparisons in 2005 reflects regional progress rather than weakness. Despite the widespread variations, nearly all countries studied are making concerted efforts to shift resources from agriculture, and most experienced positive labor produc-

tivity growth between 2000 and 2005, ranging from 1.1% in Japan to 5.8% in Malaysia (Table 11 in the *APO Productivity Databook 2008*). The trend of a long-term relative decline of agriculture is unmistakable.



It is perhaps no coincidence that the Green Revolution and rural reforms preceded economic reforms and the subsequent takeoff in China and India in the 1980s (see for example, Sachs, J., *The End of Poverty*, 2005). The boost in rural income was significant when agriculture's share in total employment was around 70% in both countries in the 1970s. The subsequent emergence of high-performing new sectors (particularly manufacturing in China and IT services in India) held the key to the productive absorption of resources displaced from agriculture and spurred overall growth. By 2005, agriculture's employment share had fallen to 53.7% and 44.8% in India and China, respectively. However, the corresponding value-added share of 18.3% and 12.6% still suggests significant slack in agriculture in these two economies, despite their rapid economic growth. Underemployment, and informal production and employment, are suspected to be prevalent in agriculture in these fast-transforming Asian economies. Given the size of the sector, their impact on economic measurement could be significant.

### Contributors

Ms. Eunice Y.M. Lau is a visiting research fellow at Keio Economic Observatory, Keio University. She has served as economic advisor at the Industry, Economics and Statistics Directorate, Department of Trade and Industry, Government of the UK; Head of the Productivity Economics Branch, Economic Analysis Directorate, Office for National Statistics, Government of the UK; and lecturer in the Department of Economics, University of Portsmouth, UK.

Dr. Koji Nomura is an Associate Professor at Keio Economic Observatory, Keio University. He is also chief expert of the APO Productivity Databook project, as well as project manager of the APO Productivity Database project. He has done extensive research on productivity, particularly on measuring capital. He has served as senior visiting research fellow at the Economic and Social Research Institute, Cabinet Office, Government of Japan; economist at the OECD; and fellow at the Center for Business and Government at Harvard University JFK School of Government.



### Common sense talk



"Recently, I was asked if I was going to fire an employee who made a mistake that cost the company \$600,000. 'No,' I replied, 'I just spent \$600,000 training him. Why would I want somebody to hire his experience?'"

*Thomas John Watson, Sr.*

"In the long run, free trade benefits everyone; in the short run it is bound to produce much pain."

*Henry Hobhouse*

"I have never been in a situation where having money made it worse."

*Clinton Jones*

"During my 87 years, I have witnessed a whole succession of technological revolutions. But none of them has done away with the need for character in the individual or the ability to think."

*Bernard Mannens Baruch*

The focus of the two-week course was the role of productivity practitioners in disseminating knowledge and tools in participants' organizations and nationwide. "Since it was the advanced course for productivity practitioners, the program focused on deepening trainees' understanding of advanced techniques such as work measurement, the balanced scorecard, benchmarking, knowledge management, etc., and integrating them for strategic application within organizations," explained APO resource speaker Kelvin Chan, director and principal consultant, Teian Consulting International Pte Ltd., who conducted sessions throughout the course. "Participants were very keen to assist the NPO Pakistan in multiplying the numbers of productivity practitioners to achieve a critical mass in Pakistan." Chan also conducted the second training course held in IR Iran in collaboration with two other resource speakers deputed by the APO.



Chan (standing) moderating a group discussion in Pakistan

The course in IR Iran, 2-13 August, hosted 26 participants from the government, public institutions, and private enterprises. The APO also deputed a Secretariat program officer as an observer. APO Alternate Director for IR Iran Dr. Mahmood Ghanizadeh attended the opening session to deliver a welcome speech in which he mentioned the importance of productivity sustainability in the country. In a written interview with the *APO News*, Dr. Ghanizadeh welcomed the APO's new initiatives and appreciated its efforts to provide the best services for member countries under the DON Program. He emphasized that active participation by NPOs would maximize the benefits of APO in-country programs.

"Unlike Pakistan's course, the course in IR Iran was the basic course for productivity practitioners covering concepts and practices such as productivity gain-sharing, 5S, good housekeeping practices, etc. Participants were anxious to learn from the experiences of the resource speakers in the areas of productivity promotion, integration of various techniques, and sustainable improvement of organizations," Chan explained. After commenting on participants' enthusiasm and willingness to learn, APO resource person Nina Estudillo, Development Academy of the Philippines, reported that productivity was not a new concept to most of the participants, but that the concepts and principles seemed to have been interpreted from different angles. "Participants unanimously agreed with the need to consolidate individual efforts toward a more integrated approach to strengthen and sustain the productivity movement in the country." Estudillo coordinated a workshop to formulate productivity strategies at the country level.

"The idea of the APO, an authoritative international organization, holding an in-country course in IR Iran was a great morale boost for both participants and the National Iranian Productivity Center. Trainers were really patient in answering our questions and moderating group discussions and individual

training sessions," said Senior Expert on Productivity-Productivity Affairs Shabnam Berke, National Iranian Oil Refining & Distribution Company, sharing her experience of the training with the *APO News*. She added that, "Some of our colleagues had not previously taken productivity seriously, but on the closing day, we found out that they had established their own future plans to pursue productivity. I think that proves the success of the training course."



Playing a game illustrating just-in-time principles

The course in India, the final of the three pilot projects, will be held in September. It will differ from the preceding two in that it is a basic induction course for newly recruited professional staff of the National Productivity Council. Therefore the curriculum will focus on familiarizing participants with basic productivity tools and techniques for their future roles in the NPO.

The findings and outcomes of these three pilot programs are being reviewed to fine-tune implementation methodologies and future planning of in-country courses. So far, the new initiative seems to have been successful in meeting the unique needs of individual countries and therefore accelerating national development. The APO hopes that this will be another effective tool in assisting NPOs and member countries to achieve meaningful productivity improvements and economic growth. 🌀

## Cambodia to host 49th WSM

The 49th Workshop Meeting (WSM) of Heads of National Productivity Organizations will be held in Siem Reap, the second largest city in Cambodia, 21-23 October 2008. This will be the first time for Cambodia to host an APO event of this size and significance. Cambodia is the most recent APO member, joining in 2004. The National Productivity Center of Cambodia under the auspices of the Ministry of Industry, Mines, and Energy will be the host organization.

The WSM, the annual program planning meeting, takes a strategic viewpoint to formulate the two-year plan and detailed program for the subsequent year. The coming meeting will finalize and confirm the 2009 Program and make recommendations for 2010. The meeting will be attended by approximately 70 delegates comprising NPO heads, agriculture representatives, and their advisers from member countries, observers from international organizations, and Secretariat staff members.

# e-Learning to disseminate energy efficiency

The scarcity of resources is a fundamental cause of economic problems. Currently, the most serious concern affecting the global economy is that demand for petroleum is stretching finite supplies. Recent increases in the price of oil, reminiscent of the oil crises of the 1970s, are causing an energy crunch. With the cost of energy rising precipitously and extensive energy use resulting in global warming a clear and present danger, it is imperative that countries quickly adopt the most efficient energy technology and energy conservation techniques. In addition, energy efficiency programs can directly benefit organizations by enhancing resource efficiency and productivity, which in turn provides direct monetary benefits.

Recognizing that industrial organizations in member countries urgently need technical assistance in this area, the APO has organized a series of projects on energy management and energy efficiency (EE). To disseminate the concepts, principles, and fundamental elements of energy management to as many people as possible in an effective manner, the training course on EE was offered in an e-learning format using the World Bank's Global Development Learning Network platform, a videoconferencing facility.

"The multiplier effect of this e-learning course seems better than that of a comparable face-to-face project, since it can accommodate a large number of participants, say 100 to 150. It also allows participants to develop a network of professionals in various countries," said Deputy Director Rajat Gupta, Environment Department of the National Productivity Council, India, a local program coordinator. The EE training course, implemented in three phases for groups of countries in similar time zones in June and July 2008, attracted 331 participants from 15 member countries, many more than could be accommodated in a traditional face-to-face format. "Participants were happy to experience this new mode of learning in which they could communicate with participants from other countries via the IT facilities. The interaction was good and all participants were friendly," reported Managing Director Alan Cajés, Center for Sustainable Hu-



Opening session of the e-learning course, Tokyo Development Learning Center

man Development, Development Academy of the Philippines. Expert lectures were delivered on-screen through videoconferencing, while site visits and group discussions were separately managed by the local program coordinators under the guidance of APO experts.

The course provided participants with a basic overview of EE and energy conservation fundamentals. It included training in systematic energy auditing, boiler efficiency, steam distribution and utilization, and energy management for electrical equipment, along with a case study approach featuring outstanding examples of EE in industries. To develop a pool of EE trainers with advanced knowledge, the APO is planning to organize a face-to-face follow-up course in IR Iran on Training of Trainers in EE in November for selected well-performing participants who completed the e-learning course. To disseminate EE information more broadly at the national level, participants from the November course will be required to conduct follow-up training in their own countries. ☺

## Good Agricultural Practices ensure greater market access

With international trade in food booming, consumers are increasingly concerned about food safety, how food is produced, and how it is handled within the supply chain. Good Agricultural Practices (GAP) can be a panacea for producers seeking to address those consumer concerns in domestic and foreign markets. GAP establishes a framework for safe, high-quality food produced in environmentally responsible and socially acceptable ways. However, definitions of GAP vary in many developing countries. The GLOBALGAP standard is an international benchmark harmonizing concepts, definitions, and guidelines. It integrates rules on agricultural production into a single farm audit. It also serves as a global reference system for other standards and can be easily applied by all parties in the primary food sector.



Discussing GLOBALGAP implementation

To promote the GLOBALGAP standard and educate producers in its requirements,

the certification process, and benchmarking tools, the APO and Malaysia Productivity Corporation organized a training of trainers course on GLOBALGAP for Fruit and Vegetables in Malaysia, 14–23 July 2008. Nineteen participants comprising trainers, consultants, researchers, and senior managers of public and private organizations involved in GAP attended. They enjoyed 10 days of interactive lectures, group exercises, and assignments, explored examples of GAP/ GLOBALGAP implementation in Asia and Europe, and saw GAP at work on field visits. They were trained in how to develop and implement a GAP scheme and how to teach the GLOBALGAP standard, its requirements, certification process, and benchmarking tools.

The APO deputed two Dutch experts from Q point BV, a world-renowned private company committed to promoting GAP, to conduct the training along with local speakers and an APO program officer. Pre- and postcourse exams were given. Assistant farm manager Bunpop Jantaro, Kampangsean Commercial Co., Ltd., wrote, "The precourse exam gave me insights into what I was going to learn over the next 10 days. The final exam mixed test questions and case studies that helped me review the theory and the practical experience acquired in the classroom and on site visits. It was a challenging but rewarding experience." ☺



## Program calendar

December

### *Sri Lanka*

#### **Coordination meeting for the research on Productivity Improvement in the Informal Sector, 1–3 December.**

▶ Objective: To perform comparative analysis of the nature, functions, and contributions of the informal sector, as well as informal sector-related policy frameworks in the targeted economies.

▶ National experts: Government officials, National Statistics Office statisticians, and academics in research institutions or universities involved in the informal sector.

### *Thailand*

#### **Workshop on the One Village, One Product Model for Sustainable Rural Development, 15–19 December.**

▶ Objective: To assess the present status of the One Village, One Product (OVOP) movement in member countries; enhance the understanding of the essential elements of OVOP success and sustainability; and formulate strategies for enhancing the OVOP/One Tambon, One Product (OTOP) movements.

▶ Participants: National and local governmental officials and administrators responsible for OVOP/OTOP programs, and officials and extension personnel of academic and training institutions involved in rural community development.

### *e-Learning Course*

#### **Social Accountability Management Systems: SA 8000** (based on the Global Development Learning Network of the World Bank platform).

Phase 1: 23–25 September for Fiji, Lao PDR, Philippines, Thailand, and Vietnam;

Phase 2: 14–16 October for Bangladesh, Indonesia, IR Iran, Malaysia, and Pakistan; and

Phase 3: 2–4 December for Cambodia, India, Mongolia, Nepal, and Sri Lanka.

▶ Objectives: To train in the SA 8000 standards, requirements, and application to enhance corporate social responsibility and productivity.

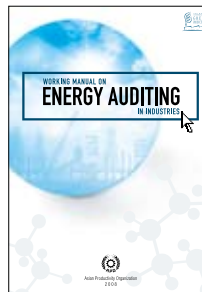
▶ Participants: Personnel involved in social accounting audits, potential auditors of SA 8000, NPO consultants, or those interested in SA 8000.

*Kindly contact your NPO for details of future activities, including eligibility for participation. The project details along with the address of your NPO are available from the APO Web site at [www.apo-tokyo.org](http://www.apo-tokyo.org).*

The APO News is soliciting contributed articles on productivity endeavors, rewarding experiences during and after APO projects, and/or encouraging and inspiring examples of the productivity mindset in action, which will provide new ideas and energy to the dissemination of the productivity movement in member countries. Those whose articles are accepted for publication will receive an APO T-shirt. If you would like to share your valuable experiences, please contact Information Officer Sunju Lee at the APO Secretariat ([slee@apo-tokyo.org](mailto:slee@apo-tokyo.org)).



## New APO publication



### **Working Manual on Energy Auditing in Industries**

APO 54 pp. July 2008

ISBN: 92-833-2386-6 (print edition)

ISBN: 92-833-7069-4 (e-edition)

## Photo report



*Hsing-Yi Farmer's Association manager (L) explaining food-processing procedures*

*Multicountry Observational Study Mission on Value-adding Technologies for Fruit and Vegetables, ROC, 14–18 July 2008.*



*APO Liaison Officer for Thailand Tassaneeya Attanon presenting a token of appreciation to George T.K. Quek for his presentation during the APO Society Talks on Tour 2008 in Phuket, Thailand, 1 August. APO Society Talks are quarterly public seminars organized by the APO alumni body of the Thailand Productivity Institute.*

## APO/NPO update

### **New APO Director for Bangladesh**

Mr. Sheikh Enayetullah, Secretary of the Ministry of Industries, was appointed new APO Director for Bangladesh, w.e.f. 4 August 2008.

### **New APO Liaison Officer for Sri Lanka**

Mr. P.G. Jayasinghe, Director, Planning, Research and Development Division, Ministry of Labour Relations and Manpower, was appointed new APO Liaison Officer for Sri Lanka, w.e.f. 24 July 2008.

# Exploring healthcare excellence in the USA

The first APO project addressing healthcare was the study mission to the USA on Application of Quality Management and Business Excellence in Healthcare, 28 July–1 August 2008, as part of the APO initiative to sustain quality award programs in member countries. The five-day mission was designed as a benchmarking/best practice exercise encompassing observational visits to world-class hospitals, especially winners of the Malcolm Baldrige National Quality Award; workshops and dialogues with healthcare authorities; and attending a conference on emerging healthcare issues. The mission included 16 participants, mostly physicians and administrators from public and private hospitals.

The mission kicked off in Baltimore, MD, by visiting Johns Hopkins Hospital. Johns Hopkins' outstanding record of excellence is founded on patient-centered care through the merging of hospital management (lean Six Sigma operations) with customer relationship management, termed "customer experience management excellence." The hospital has recently been named "Best Hospital in the Country." While the fact-finding mission was still in Baltimore, the Boston-based Institute of Healthcare Improvement, known for its breakthrough series model of clinical leadership through collaborative learning and best practice dissemination, flew in a team for a half-day session.

At Mercy Health System, in Janesville, WI, a full day was spent with senior managers who candidly shared "how-to" advice and experiences of transforming a stand-alone hospital into a broader healing mission, Mercy House for the Homeless. Mercy's continued commitment to quality and patients is best explained in its new mission statement: "...to provide exceptional healthcare services resulting in healing in the broader sense." Fulfillment of this mission after only seven years resulted in Mercy receiving the Malcolm Baldrige National Quality Award in 2007.

Prentice Women's Hospital, established in 1997 as part of the expansion of Northwestern Memorial Hospital of Chicago, IL, has an impressive record of quality and service (voted preferred hospital by patients, especially work-

ing women, for 14 consecutive years) including a policy of equal care for all regardless of ability to pay and a public learning center considered the most comprehensive in the country. Funded by contributions and its operations alone, the hospital continuously provides superior service utilizing the lean Six Sigma model.

At the Office of the Governor of Illinois, a roundtable discussion on key challenges to the US healthcare system including reform of Medicare and Medicaid was held. A two-day Leadership Summit for Healthcare: Process Improvement and Business Excellence in Healthcare also held in Chicago, 31 July and 1 August, discussed recent innovations in quality management systems for healthcare practitioners including specific process improvement tools like lean production, Six Sigma, etc.

At the end of the mission, a short workshop session surveyed the current status of healthcare reform in the participants' countries. They concluded that there is insufficient standardization of the basic quality of operations except in Singapore, which has begun reforms recently. Since many member countries are still in the early stages of improving service quality, more education is needed, along with national customer satisfaction surveys. ☺



*Mercy's advanced birthing suites take up an entire floor*

## Online registration for Eco-products Directory 2009

The *Eco-products Directory* is a groundbreaking APO publication that promotes the concept and practice of environmentally responsible purchasing among enterprises and consumers in the region. The directory catalogues eco-products produced in the Asia-Pacific region and is published as part of the APO's Green Productivity (GP) Program, a strategy aimed at harmonizing improved productivity with environmental protection. The publication of each successive *Eco-products Directory* has coincided with the enormously successful annual Eco-products International Fair (EPIF). The directory is a business resource and guidebook to cutting-edge ecotechnology from Asia and is highly sought after.

The four editions published thus far have been circulated in Asia and beyond at various international events to widespread acclaim. The *Eco-products Directory 2008*, the latest edition, was featured at the Fourth Tokyo International Conference on African Development held in Yokohama, and the G8 summit held in Hokkaido, Japan, after its unveiling at the EPIF 2008 in Hanoi, Vietnam.

Online registration for the upcoming *Eco-products Directory 2009* will start in mid-September. All companies, organizations, and associations within APO member economies presently involved in

producing and promoting environmentally friendly materials, components, products, or services are invited to list them in the 2009 directory. The URL for registration will be <http://www.sntt.or.jp/epdirectory2009/en>, and full instructions for registration will be available on the APO Web site after mid-September. The deadline for applications is the end of November 2008. The 2009 edition will be released at the EPIF 2009 to be held in the Philippines, 19–22 March 2009. ☺

