

Asian Productivity Organization

Hirakawa-cho Dai-ichi Seimei Bldg. 2F
1-2-10, Hirakawa-cho, Chiyoda-ku
Tokyo, 102-0093 Japan



Tel:(81-3)5226-3920 Fax:(81-3)5226-3950
E-mail: apo@apo-tokyo.org
URL: www.apo-tokyo.org

PROJECT NOTIFICATION

23 June 2011

1. **Project Code:** 11-IN-10-GE-OSM-B
2. **Project Title:** Multicountry Observational Study Mission on Quality Awards in APO Member Countries
3. **Duration:** 26–30 September 2011 (5 days)
4. **Venue:** Tokyo, Osaka, and Kobe, Japan
5. **Implementing Organization:**
Japan Productivity Center (JPC)
Address: 1-1, Shibuya 3-chome, Shibuya-ku
Tokyo 150-8307, Japan
Telephone: (81)-3-3409-1135/1136
Facsimile: (81)-3-3409-5880
Website: <http://www.jpc-net.jp/eng/>
6. **Number of Overseas Participants:** Up to 18 qualified participants from the Republic of China, Fiji, India, Indonesia, IR Iran, Republic of Korea, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka, Thailand, and Vietnam
7. **Number of Local Participants:** Up to six qualified participants
8. **Closing Date for Nominations:** 25 August 2011
9. **Objectives:** To understand and learn about the Japan Quality Awards (JQA) and the importance of quality award systems, especially for the service industry, through the best practices of JQA-winning companies.

10. Background

Many APO member countries have undertaken management excellence programs modeled after the US Malcolm Baldrige National Quality Awards (MBNQA) established in 1987, Australian Quality Awards, European Quality Awards, or JQA. The JQA were established in 1995 by the JPC. Although modeled after the MBNQA, the JQA scheme was modified to accommodate Japanese-style management and practices. The JQA framework is promoted under the JPC's Management Improvement Program, a platform for encouraging continual improvement and management excellence practices.

In view of the need to accelerate the adoption of good management practices in a sustainable manner, a pilot center of excellence (COE) on Business Excellence (BE) was initiated in 2009. The COE led by SPRING Singapore has been playing a central role in providing the relevant training as well as other expertise for disseminating best practices among member countries and leading activities related to BE and quality awards in collaboration with other NPOs.

While several projects are conducted under COE to promote BE among member countries and build up their competencies, this study mission will provide an opportunity to learn from best practices of the JQA. The JQA encourage Japanese corporations and organizations to transform their management structures to compete internationally by being customer focused and continuing to create new value through innovation. Since the inception of the JQA, more than 178 enterprises have applied the framework and 27 have received awards. Management excellence activities have become widespread within Japan's regional industrial community. The JPC has also established regional quality councils and award systems to publicize the JQA.

Since 2002, the JPC and APO have jointly implemented JQA-related projects to disseminate the practical methodology among other member countries. The focus has been on several important factors such as SMEs, local government, regional awards, etc. This study mission will focus on management excellence for the service industry such as hotels and greater competitiveness of corporations through disaster management and recovery. The primary target is private-sector representatives, especially from the service industry, directly involved in drafting BE frameworks. Kobe, Hyogo prefecture, has been selected as one of the sites to observe this year to highlight the impact of management excellence in the disaster recovery process.

11. Scope and Methodology

Scope

- Introduction of the JQA framework, approach, and criteria;
- Best practices of quality management improvement-related activities in the service industry (winners of the JQA and regional quality awards);
- Showcasing the role of regional quality councils in improving quality management;
- Certification system for SMEs applying business excellence framework;
- Effects of management excellence in the disaster recovery process; and
- Sharing information on quality improvement activities in participating countries including promotional activities and other areas of interest.

Methodology

Lectures, study visits to award-winning companies, group discussions, and preparation of action plans.

12. Requirements of Candidates

- (a) Age: Preferably between 30 and 50 years.
- (b) Education: Preferably university degree or equivalent qualification.
- (c) Present Position: Priority will be given to managers and executives in the service industry aiming to adopt BE. Officers of NPOs or related organizations involved in promoting quality management award programs in the service industry may apply.
- (d) Experience: At least 10 years of experience in key management and/or policymaking roles
- (e) Language: Proficiency in written and spoken English is essential.
Proficiency
- (f) Health: Physically and mentally fit to attend an intensive program entailing strenuous travel and several plant/field 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 Tokyo, Japan, for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal and for participants from nonprofit organizations and SMEs from other member countries. As far as practicable, all participants are strongly encouraged to purchase and use discounted 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 Project Participants" dated 7 July 2006, which will be sent to the selected participants and is available from APO Liaison Officers in member countries.
- (ii) Hotel accommodations and appropriate per diem allowances for three overseas participants for up to six days.
- (iii) All assignment costs of overseas resource persons.

(b) To be borne by the host country—Japan

- (i) Hotel accommodations and appropriate per diem allowances for 15 overseas participants for up to six days.
- (ii) Other local implementing costs in Japan.

(c) To be borne by participants or participating countries

(i) For participants from profit-making organizations, except those from SMEs, and those from APO member countries other than Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal

- (1) Round-trip international airfare between the member country and Tokyo; and
- (2) Participating Country Expenses at US\$50.00 per participant, payable to the APO in convertible currency.

(ii) For all participants

- (1) Participants must be fully insured in Japan, regardless of any insurance coverage obtained in their own country, against accident and illness (including hospitalization and death) for:

- accidental death and dismemberment up to 4,000,000 yen,
- medical expenses for accident up to 4,000,000 yen, and
- medical expenses for illness up to 4,000,000 yen

for the entire duration of the project. The APO will secure this insurance on behalf of the participants in the host country from the day before project commencement until the day after project completion. Each participant must pay the premium himself/herself from the per diem allowances provided. 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 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.

- (3) 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 specified above.

(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.

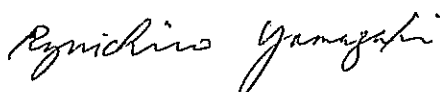
(h) NPO should inform participants not to bring family members or to engage in any private business activities during the entire duration of the project.

(i) Further, if any selected candidate becomes unable to take part, the NPOs concerned are requested to inform the APO and the implementing organization **promptly** of the reason for withdrawal. Member countries and selected candidates are reminded that last-minute withdrawals and no-shows result in unnecessary expense and waste resources and therefore must be avoided.

(j) 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. Guide for Participants

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



Ryuichiro Yamazaki
Secretary-General