Asian Productivity Organization

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PROJECT NOTIFICATION

12 April 2011

1.	**Project Code:**	11-IN-30-GE-TRC-B
2.	**Title:**	Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)
3.	**Duration and Timing:**	27 June–22 July 2011 (26 days)
4.	**Venue:**	Manila and Tagaytay City, Philippines
5.	**Implementing Organization:**	Development Academy of the Philippines (DAP)

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6. Number of Overseas Participants:

Up to 18 participants from Bangladesh, Cambodia, Fiji, India, Indonesia, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Sri Lanka, Thailand, and Vietnam. However, other member countries with special interest in the subject area also encouraged to apply.

7. Number of Local Participants:

Up to six participants

8. Closing Date for Nominations:

20 May 2011

9. Objective:

This is an entry-level course designed to equip productivity practitioners with the fundamental productivity concepts, principles, approaches, and tools. At the end of the course, participants are expected to be able to:

a) Identify, use, and explain basic productivity approaches and tools;
b) Adopt an integrated productivity framework for diagnosing productivity problems, and then analyzing and developing, and implementing solutions; and
c) Provide training, consulting, and promotional services to NPO clients.

10.   Background:

The need for developing fully qualified productivity practitioners is a priority for many NPOs. Productivity practitioners should act as promoters, trainers, and consultants within organizations. Based on that need and to provide clear linkages for the development path of productivity practitioners, the APO has devised the Training Courses on the Development of Productivity Practitioners: Basic and Advanced (DPP: Basic and Advanced). These courses are designed for the development of future experts and specialists in productivity and quality improvement.

Through the DPP: Basic, participants will be equipped with basic, fundamental knowledge on productivity so that they can perform the roles of junior productivity practitioners. They must be able to diagnose the current productivity performance of any organization and then adopt and implement the appropriate solutions for improvement.

To provide sufficient time for field practice and in-depth study of productivity tools and techniques, the course duration for DPP: Basic has been designed for four weeks. The program contents are attached to this Project Notification (Attachment 1).

Therefore, NPOs are strongly requested to nominate emerging professionals and new recruits who are expected to work as productivity practitioners for this course. It is mandatory for the participants to take an examination at the end of the course, practice the techniques learned, and continue to carry out self-development before attending DPP: Advanced in the future.

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. The broad coverage of each module is provided below, and the details are given in Attachment 1.

   Module I—Understanding productivity concepts and implementation strategies
   Module II—Understanding productivity tools and techniques
   Module III—Developing competencies as a productivity practitioner
   Module IV—Developing individual productivity and quality action plans

b)   Methodology

The methodology for the course will include:
* Precourse assessment of participants through a survey questionnaire
* Classroom lectures
* Group exercises
* Observational site visits
* Case study and presentation
* Oral presentation
* In-plant practice
* Individual action plans
* End-of-course assessment in practical and written examinations

12. Requirements for Candidates

a) **Age:** 25 to 35 years old.

b) **Education:** University graduate or equivalent.

c) **Present Position:** Participants should preferably come from NPOs with two or more years of working experience. Candidates from other similar organizations and corporations with relevant experience may be considered if nominations from NPOs are not received.

d) **Experience:** At least two 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 four-week week 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 Manila, the Philippines, 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 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 web site 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 accommodation for up to 18 overseas participants in Manila for up to 14 days

b) To be borne by the host country (Philippines)—DAP

i) Hotel accommodation for up to 18 overseas participants in Tagaytay for up to 13 days.

ii)   Appropriate per diem allowances to cover meals and incidental expenses for up to 18 overseas participants for up to 27 days.

iii)   Assignment costs for local resource persons.

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 Manila, the Philippines.

   2) Participating Country Expenses at US$100.00 per participant, payable to the APO in convertible currency.

(ii)   For all participants

   1)   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. In this regard, a certificate of travel insurance covering accident and illness shall be submitted to the NPO upon registration on the first day of the program. Participants are also required to submit on the first day of the program their latest medical test results and medical certificate indicating the physical fitness of the person to participate in a long-term program such as this.

   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 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

4

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 a passport-sized photograph. The biodata form can be downloaded from the APO web site. 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 Secretariat 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.
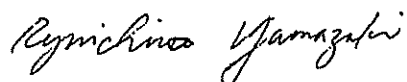
g)   Under normal circumstances, candidates who are selected after the initial screening will be informed of their acceptance at least four weeks prior to commencement of the project.

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 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 training course.

15. 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

DPP Basic: Program Contents

(1) Module I—Understanding productivity concepts and implementation strategies

The first module will focus on productivity concepts and principles.

(i) Understanding productivity (multidisciplinary concept)

Provides a conceptual understanding of productivity by explaining its relevance and usefulness to organizational well-being. Traditionally, productivity was viewed mainly as an efficiency concept (outputs in relation to input) but is now increasingly seen as an efficiency and effectiveness concept. Effectiveness is how an organization meets the dynamic needs and expectations of customers. Productivity now depends on the value of products and services and the efficiency with which they are produced and delivered to customers.

(ii) Framework for productivity improvement

To sustain high long-term productivity and competitiveness, enterprises must constantly innovate (devise new and better products and develop better ways of doing things), be flexible and agile, respond rapidly to increasingly sophisticated customer needs that are constantly changing, and be able to anticipate and adjust to market conditions. Productivity improvement must now focus on value creation rather than on minimization of inputs.

(iii) Relationship among productivity, quality, the environment, and profitability

Explains the connections among productivity, quality, and environmental preservation and their influence on organizational performance and thus profitability.

(iv) Roles of productivity practitioners

Discusses the roles of productivity practitioners as champions of organizational productivity movements and experts in devising productivity improvement initiatives in organizations.

(2) Module II—Understanding productivity tools and techniques

Provides participants with the knowledge and skills on the use and adoption of basic productivity and quality tools and techniques covering the following areas:

- Productivity measurement techniques
  - Productivity Measurement Concepts and Techniques
  - Objectives Matrix
  - Value-added Productivity Measurement

- Problem-solving tools and techniques
  - Understanding PDCA
  - Basic quality tools
  - Basic industrial engineering tools
  - Green Productivity

- Employee involvement programs
  - Kaizen
  - Total Quality Management (TQM)
  - 5S
  - Suggestion schemes
  - Quality circles
  - Labor-management cooperation

(3) Module III—Developing competencies as a productivity practitioner

(i) Developing competencies in consulting
- Skills in diagnosing organizational health
- Data collection exercises
- Analysis of data collected and recommendations
- Report preparation and presentation to top management
- Evaluating and sustaining improvements

(ii) Developing competencies in training
- Basic principles in developing and conducting productivity and quality training programs
  - Types of training delivery: on-the-job training, e-learning, etc.
  - Development of facilitation and presentation skills

(ii) Developing competencies in productivity promotion
- Strategy, promotion, and implementation
  Provides the basis for the formulation of productivity strategies in terms of where the focus is, how it will be identified, benchmarking to identify gaps, and specification of action plans.
  Implementation of strategies is discussed relative to strategies for change, multistage decision processes, organizational implications, and adaptation of strategies to different levels of the organizational hierarchy.
- Understanding corporate culture/values and change management processes
- Handling Change Management in P & Q Program Promotion and Implementation
- Developing a networking and communication plan

(4) Module IV—Developing individual productivity and quality action plans
Provides opportunities for participants to develop plans for productivity interventions in their organizations. Action plans should include:
- Existing situation,
- Objectives,
- Activities,
- Target output for each activity including time frame,
- Responsible party, and
- Resources needed.

To monitor the development of action plans, participants are encouraged to upload current activities to the APOnet.