

# Asian Productivity Organization

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## PROJECT NOTIFICATION

21 July 2011

1. **Project Code:** 11-IN-93-GE-WSP-B
2. **Project Title:** Workshop for Business Excellence Consultants
3. **Duration & Timing:** 17–21 October 2011 (5 days)
4. **Venue:** Singapore
5. **Implementing Organization:**  
SPRING Singapore  
Address: 1 Fusionopolis Walk  
#01-02 South Tower  
Singapore 138628  
Phone: 65-6279-3690  
Fax: 65-6659-0645  
Web site: www.spring.gov.sg
6. **Number of Participants:** Up to 18 qualified participants (targeting key award systems of the Republic of China, India, Japan, and Thailand. Other countries will be accepted based on qualified nominees only)  
(see paragraph 12: Qualifications of Candidates)
7. **Number of Local Participants:** Up to six qualified participants
8. **Closing Date for Nominations:** 2 September 2011
9. **Objectives:** To help workshop participants:
  - a. Understand the business excellence framework and the value of business excellence to organizations
  - b. Apply the consulting methodology to assist client organizations progress on the business excellence journey
  - c. Identify relevant tools and techniques that can be applied in the implementation of consulting methodology
  - d. Build collaborative relationship with client organizations and assist them to be more self-reliant in driving business excellence

## **10. Background**

The Singapore Quality Award (SQA) was established by the Government of Singapore in 1994 as a key strategy to promote business excellence practices in public- and private-sector enterprises. The SQA and related activities are administered by SPRING, the NPO of Singapore. The success of the business excellence initiative in Singapore has gained attention in the region, and SPRING has been designated as a pilot APO center of excellence (COE) for business excellence. The objectives of the APO COE are to assist APO member countries in developing and strengthening their business excellence/quality award initiatives, and to provide greater value to participating organizations in these initiatives through the sharing of expertise.

In order to achieve these objectives, the APO COE has been organizing various activities, including a workshop for senior business excellence assessors held in 2010. In recognizing a need for developing the competencies of BE consultants in assisting organizations on the business excellence journey, a project commenced in Singapore in May 2011 to develop a manual for training BE consultants. This manual, scheduled to be completed in August 2011, will be utilized as the main training material during this workshop in Singapore in October 2011.

## **11. Scope and Methodology**

### Scope

- a) Business excellence value and framework
- b) Best practices of organizations from leading non-APO member countries and APO member countries, including Singapore, on the business excellence journey
- c) Business excellence consulting methodology, phases, and tools
- d) Client management in a business excellence consultancy engagement, including helping client organization to develop internal resources to sustain business excellence journey .

### Methodology:

Presentations by resource persons from Singapore and other countries, case study exercises, group discussions and participant presentations

## **12. Qualifications of Candidates:**

- a) Age: Preferably between 28 and 50 years.
- b) Education: University degree or equivalent qualification from a recognized institution.
- c) Present Position: Business excellence/Quality award consultants, administrators, or assessors of business excellence frameworks.
- d) Experience: At least five years of experience in business excellence/quality in the above fields.
- e) Language Proficiency: Classroom presentations and discussions are conducted in English, and participants are frequently required to make oral and written

presentations. Those who are not proficient in English should not apply.

- f) **Health:** Physically and mentally fit to attend an intensive five-day program requiring participants to complete a number of individual and group activities (it is therefore recommended that member countries refrain from nominating candidates likely to suffer from physical and mental strain).

### **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 Singapore for all participants. 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 shall 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 the respective APO Liaison Officers in member countries.

ii) All assignment costs of APO overseas resource persons.

#### **b) To be borne by the host country—SPRING**

i) Hotel accommodations and appropriate per diem allowances to cover meals and incidental expenses for up to 18 overseas participants for up to six days.

ii) Assignment costs for local resource persons.

iii) Other local implementation cost including conference fee.

#### **c) To be borne by participants or participating countries**

i) 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.

ii) 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.

iii) 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 above.
- b) Please note that when a candidate is nominated it does not follow that he/she is considered selected. Selection is at the discretion of the Screening Committee. A basic criterion for selection is the homogeneity of the participants in terms of qualifications and work experience. Non-selection therefore does not mean that the candidates concerned are not competent enough. Sometimes candidates are not selected because they are overqualified.
- c) Each nomination should be accompanied by the documents listed below. A nomination lacking any of these documents may not be considered.
  - i) Candidate's biodata on the APO standard form in duplicate together with passport-sized photograph, which can be downloaded from the APO Web site. 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) The APO Medical and Insurance Declaration/Certification Form.
- d) 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 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) For reasons of expediency or because of time constraints due to approaching nomination deadlines, member countries sometimes send their candidates' biodata forms and medical reports by fax to the APO. While this action is very much appreciated, member countries are requested to mail the originals of the documents to the APO as well. They are needed for making clear and clean copies for the host country, especially with regard to the candidates' photos. If the documents are submitted electronically, there is no need to send the original by postal mail. 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 upon selection that 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 this and their reasons for withdrawal.

i) All selected candidates are required to arrive at the venue one day before the start of the official project. Also, they are expected to return home upon completion of the official project because they are visiting the host country for the specific purpose of attending this APO project.

#### **15. Pre-departure Preparation**

Each selected candidate may be requested to prepare a country paper following the guidelines to be provided later.

#### **16. Other Conditions**

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 Web site at [http://www.apo-tokyo.org/05part\\_guide.htm](http://www.apo-tokyo.org/05part_guide.htm).



Ryuichiro Yamazaki  
Secretary-General