



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

30 July 2014

1. **Project Code** 14-IN-31-GE-TRC-A
2. **Title** Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)
3. **Duration and Timing** 10–28 November 2014 (19 days)
4. **Venue** Kuala Lumpur, Malaysia
5. **Implementing Organization**  
Malaysia Productivity Corporation  
Address: P.O. Box 64, Off Jalan Sultan, Lorong Produktiviti  
46904, Petaling Jaya, Selangor, Malaysia  
Phone: 60-3-7951-2314  
Fax: 60-3-7958-1697
6. **Number of Overseas Participants** Up to 18 participants
7. **Number of Local Participants** Up to six participants
8. **Closing Date for Nominations** 26 September 2014
9. **Objectives**

To equip participants who attended the basic course with advanced productivity improvement principles, tool, techniques, and approaches. Successful participants are expected to be able to provide advice and deliver promotional, training, and consulting services on advanced productivity techniques and organizational excellence. At the end of the advanced course, productivity practitioners are expected to be able to:

- a. Identify problems and implement solutions for achieving organizational excellence;
- b. Identify and use appropriate tools and techniques leading to organizational excellence;
- c. Develop a framework, strategies, and action plans for achieving excellence and competitiveness at the organizational level; and

- d. Provide advice and deliver promotional, training, and consulting services on advanced productivity techniques to organizations.

## 10. Background

The training courses on the Development of Productivity Practitioners (DPP): Basic and Advanced have been conducted since 1994 and 2001, respectively. These two courses were held to equip productivity professionals from various NPOs with basic and advanced productivity and quality tools to strengthen the technical competency and institutional capacity of NPOs.

These courses aim to prepare productivity practitioners to:

- a. Give promotional presentations on productivity to workers, managers, enterprises, and industries;
- b. Promote productivity in enterprises and industries;
- c. Conduct basic productivity training and provide consultancy services;
- d. Develop and implement action plans for the application of productivity techniques in enterprises and industries;
- e. Design productivity training programs; and
- f. Train, coach, and mentor junior productivity practitioners.

Specifically, DPP: Basic aims to equip participants with basic, fundamental knowledge of productivity so that they can perform the roles of junior productivity practitioners, while DPP: Advanced aims to equip participants with more advanced and emerging productivity techniques so that they can guide junior practitioners and at the same time upgrade the level of professional assistance provided to organizations and industries. Senior practitioners can further develop themselves through specialization, pursue areas of specific interest, and tap other knowledge resources or attend specialized courses organized by the APO and its member countries.

## 11. Scope and Methodology

### 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 based on Attachment 1:

Module I: Productivity and Business Competitiveness;  
Module II: Corporate Strategies and Implementation;  
Module III: Process Management; and  
Module IV: Productivity Tools and Techniques.

The tentative program of the training course is given below:

<b>Date</b>	<b>Activity</b>
9 November 2014	Arrival of participants in Kuala Lumpur
10 November	Opening session

	Module I: Productivity and Business Competitiveness
	Productivity Improvement Journey Case Study
11 November	Presentation of individual reports by participants
12–14 November	Module II: Corporate Strategies and Implementation
15 November	Putrajaya city visit
16 November	Free time
17–18 November	Module III: Process Management
19–21 November	Module IV: Productivity Tools and Techniques
	Observational site visit I
22 November	Free time
23 November	Free time
24–26 November	Module IV: Productivity Tools and Techniques (cont.)
27 November	Observational site visit II
	Presentation of action plans by participants
28 November	Summing-up session, examination, and closing ceremony
29 November	Departure of participants

## Methodology

- a. Individual presentations on current job activities related to productivity promotion, training, and consultancy, and future plans to specialize in productivity tools and techniques;
- b. Resource presentations on selected advanced productivity improvement tools and techniques;
- c. Exam before and at the end of the course to assess the level of competency among participants; and
- d. Site visits to large local enterprises and SMEs to observe productivity- and quality-related activities.

## 12. Qualifications of Candidates

Present Position	Participants should preferably come from NPOs, although candidates from similar organizations with relevant experience in implementing productivity improvement projects could also be considered. Priority will be given to those who attended DPP: Basic and have been involved in at least two productivity improvement projects or have equivalent knowledge and skills in using productivity tools and techniques. (Candidates are required to submit brief improvement project reports with their application.)
Experience	At least five years of working experience with NPOs or related agencies.
Education	University graduate or equivalent.
Language	All proceedings of the project are conducted in English, and participants are frequently required to make oral and written presentations. They must therefore be proficient in spoken and

written English. Those who are not proficient in English will not be accepted.

Age	Participants meeting the above qualifications are typically between 28 and 45 years of age.
APO Certificate	Participants are required to attend the entire program to receive the APO certificate of attendance.

### **13. Financial Arrangements**

#### **To be borne by the APO**

- a. All assignment costs for overseas resource persons.
- b. Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participant's place of work and Kuala Lumpur, Malaysia, for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal, and for participants from SMEs and nonprofit organizations 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 follow 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 at <http://www.apo-tokyo.org> 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.
- c. Hotel accommodations for up to 18 overseas participants for up to six days

#### **To be borne by the host country (Malaysia)**

- a. Hotel accommodations for up to 18 overseas participants for up to 14 days.
- b. Appropriate per diem allowances to cover meals and incidental expenses for up to 18 overseas participants for up to 20 days.
- c. Assignment costs for local resource persons.
- d. All other local implementation costs.

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

For participants from profit-making organizations, except for SMEs, from APO member countries other than Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal:

- a. Round-trip international airfare between the member country and Kuala Lumpur.
- b. Participating Country Expenses at US\$100.00 per participant, payable to the APO in convertible currency.

For all participants:

- a. All participants should be fully insured against accident and illness (including hospitalization) for the principal sum of US\$10,000 for the entire duration of the project and travel and must submit to the APO before participation a copy of the comprehensive travel insurance certificate valid in Malaysia. The cost of such insurance will be borne by the participants or participating countries. This insurance requirement is in addition to existing government insurance coverage in some member countries. If any participant is unable to insure him/herself as stipulated above, he/she should secure this insurance in the host country at the commencement of the project and pay the premium him/herself. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident or illness.
- b. Any expenses incurred by participants for stopovers on the way to and from the project venue and also for extra stay at the project venue before and/or after the official project period due to early arrival, late departure, or any other reason.
- c. Any expenses related to visa fees and airport taxes.

#### **14. Actions by Member Countries**

- a. Each participating country is requested to nominate three or more candidates in the order of preference. Please ensure that candidates nominated meet the qualifications specified above.
- b. No form of self-nomination will be accepted. All nominations must be endorsed and submitted by an APO Director, Alternative Director, Liaison Officer, or their designated officer.
- c. Please note that nomination of a candidate does not necessarily guarantee that he/she 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 enough. Sometimes candidates are not selected because they are overqualified for a project.
- d. Each nomination should be accompanied by the necessary documents. A nomination lacking any of these documents may not be considered: 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 website ([www.apo-tokyo.org](http://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. The nomination documents should be sent to the Industry Department, APO Secretariat (e-mail: [ind@apo-tokyo.org](mailto:ind@apo-tokyo.org), fax: 81-3-5840-5324).
- e. The 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 self-declaration is sufficient for candidates without any of health conditions

or illnesses listed on the reverse side of the medical form. However, for all others, medical certification by a licensed physician on the reverse side of the medical form is required.

- f. Necessary documents are to be submitted electronically. 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 give the candidate's name and the project code on the reverse side of the photograph.
- g. Member countries are requested to adhere to the nomination deadline given on page 1. The APO Secretariat 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.
- h. For member countries where nominations are required to be approved by higher government authorities and require a longer time, the APO Liaison Officers/NPOs are urged to send the names of nominees on or before the deadline, indicating that government approval will follow.
- i. If a selected participant becomes unable to attend, he/she should inform the APO Liaison Officer/NPO in his/her country immediately and give the reason for withdrawal. The NPO concerned is requested to transmit that information to the APO Secretariat and the host country promptly.
- j. NPOs are requested to inform the selected participants that they are not to bring family members or to engage in any private business activities during the entire duration of the project.
- k. Each selected participant should be informed 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 course.
- l. NPOs should inform participants that they must attend whole duration of the project to qualify for the certificate of attendance.

## **15. Actions by the APO Secretariat**

- a. Under normal circumstances, candidates who are selected will be informed of their acceptance at least four weeks prior to the start of the project.
- b. If some candidates fail to qualify or be unable to participate after selection, or if some member countries fail to nominate any candidate, their slots may be filled by alternates from the same or another member country on a merit basis.

## **16. Project Preparation**

The selected participants will be required to submit a paper on the status of the productivity improvement projects they have undertaken, including training and consultancy. The paper should include an overview of programs and activities and primary areas of involvement (application of productivity tools and techniques). The guidelines will be provided later.

## **17. Postproject Actions**

All participants are required to prepare action plans and share the plans with their NPOs. They should submit reports on productivity improvement activities to the APO and their NPO six months after participation in this project to show how they applied the knowledge, skills, and experience gained from the training course to actual practice.

## **18. Evaluation of Participants**

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

## **19. Guide for Participants**

Other conditions for participation are stated 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](http://www.apo-tokyo.org/05part_guide.htm)).



Mari Amano  
Secretary-General

## MODULE 1: PRODUCTIVITY AND BUSINESS COMPETITIVENESS

### **Productivity and Competitiveness**

It is recognized that productivity plays a critical role in enhancing competitiveness at both corporate and national levels. This module seeks to clarify that role and focuses on alternative productivity strategies for competitiveness. An understanding of the internationally accepted framework for competitiveness can play a significant role in recommending a holistic national/organizational approach for competitiveness and higher productivity.

### **Understanding Total Factor Productivity**

Basically, there are two distinct sources of growth: input-driven and productivity-driven growth. Productivity-driven growth is associated with the enhancement of factor efficiency of labor and capital, as well as total factor productivity (TFP) through skill upgrading, capital deepening, and improvements in management and entrepreneurship. TFP improvements will enable the economy to generate a larger output from the available resources, hence shifting it to a higher-growth path. TFP is therefore an important contribution to the sustainable, long-term economic growth of a nation.

### **The Productivity Journey: Host Country Experience**

The purpose of this session is to share the experiences and current initiatives of the host organization in promoting the productivity movement and organizational excellence in Malaysia. The context and motivation for the journey will be discussed, and efforts and achievements to become an excellent organization or nation will be shared.

## MODULE II: CORPORATE STRATEGIES AND IMPLEMENTATION

### **Understanding the Business Excellence Framework**

Most organizations recognize that total quality management is important but many do not know where to begin or how to sustain it in the long run. The business excellence framework underpinning most recognized quality awards involves a structured approach that organizations can follow to set up management systems and processes to ensure that businesses excel. Embracing this framework can guide aspiring organizations in their quality journey.

### **Organizational Productivity Diagnosis**

In general, productivity signifies the measurement of how well an individual entity uses its resources to produce outputs from inputs. There are, however, a number of different productivity measures that are commonly used. Choosing between them usually depends on the purpose of productivity measurement and the availability of data. Understanding value-added measurement and its applications at the macro level will be discussed in detail.

## **MODULE III: PROCESS MANAGEMENT**

### **Business Process Reengineering and Innovation: A Driver of Productivity Enhancement**

In this rapidly changing business environment, the ability to generate new ideas and improved processes is an important factor in staying ahead. The session will look into the methodology and reasons why organizations are now encouraging their people to be more innovative and looking for new ideas and methods to achieve the best result for the organization and its customers. A general overview of business process reengineering will also be provided.

### **Data Analysis through Statistical Software Applications**

Information technology (IT) is dramatically transforming work and business practices. In this age of globalization, IT applications have emerged as an indispensable tool for organizations to remain competitive and productive. In this module, participants will be exposed to the applications of statistical software for enterprise productivity improvement initiatives.

## **MODULE IV: PRODUCTIVITY TOOLS AND TECHNIQUES**

### **Lean Management Techniques**

Lean management is a comprehensive term referring to manufacturing methodologies based on maximizing value and minimizing waste in processes. The implementation of lean practices enabled many organizations to build an excellent foundation for continuous improvement. The session will demonstrate how lean management or manufacturing could work to improve productivity, efficiency, and quality.

### **Value Stream Mapping**

Value stream mapping is a lean manufacturing technique used to analyze and design the flow of materials and information required to bring a product or service to a consumer. Value stream mapping offers a straightforward, powerful technique to identify non-value-adding activities and waste present within the process. The mapping process results in a detailed overview of organizational delivery flow and focuses attention on the application of lean methods enabling targeted kaizen activities. This session will expose participants to structured methods for conducting value stream mapping including current uses and future evolution.

### **Lean Six Sigma**

Lean Six Sigma in many organizations simply means a measure of quality that strives for near perfection. Lean Six Sigma is a disciplined, data-driven approach and methodology for eliminating defects in any process, from manufacturing to transactional and from products to services. The session will look into the Lean Six Sigma methodology, approaches, and their benefits to the organization.

### **Total Productive Maintenance**

Total productive maintenance (TPM) is an equipment management program that emphasizes operator involvement and ownership of equipment performance. The goals of a TPM program are to maximize equipment productivity, maximize equipment availability, and make quality products by eliminating causes of equipment defects, losses, and waste through expanding and engaging the knowledge, skills, and abilities of the front-line people running the process. The session will focus on understanding TPM and its major components,

including how to measure and increase overall equipment effectiveness and how TPM can help avoid interruptions in production.

### **Knowledge Management**

Knowledge management (KM) can be defined as the process of capturing and sharing a community's collective expertise to fulfill its mission. KM takes advantage of an organization's most valuable asset: the collective expertise of its employees and partners. The session will examine the concepts and benefits of KM and its management approach in organizations.