Asian Productivity Organization

PROJECT NOTIFICATION

20 December 2011

1.	**Project Code:**	12-IN-92-GE-DON-C
2.	**Project Title:**	Institutional Strengthening of National Productivity Organizations (NPOs) through the Development of Productivity Practitioners
3.	**Duration & Timing:**	2012 (two weeks for each project)
4.	**Venue:**	Selected member countries
5.	**Implementing Organizations:**	NPOs
6.	**Participating Countries:**	APO member countries
7.	**Closing Date for Proposals:**	Member countries interested in the project are requested to submit proposals following the attached guidelines (Attachment I) by **15 March 2012.**
8.	**Objectives:**	To provide the productivity and quality practitioners of member countries with firsthand exposure to the tools and techniques of productivity improvement, thereby enabling NPOs to build a critical mass of productivity and quality practitioners in their countries.

9. Background:

NPOs are the key stakeholders in the productivity movement in APO member countries and are expected to nurture, strengthen, and spearhead this movement for the foreseeable future. Therefore, the ongoing need for the capacity building of NPOs cannot be overemphasized. Based on the DON need assessment survey, in-country programs specifically for the capacity building of NPOs were initiated. Through 17 programs since 2008, more than 500 professionals were trained in basic and/or advanced productivity tools and techniques. These practitioners are now expected to apply their acquired skills and knowledge in advisory and training services for multiplier effects.

Based on the positive feedback received and expressions of interest from other NPOs, this program is being continued. In 2012, the program will explore effective linkages with relevant multicountry projects such as the Development of Productivity Practitioners: Basic and Advanced.

NPOs are urged to exercise care in choosing subject areas for in-country training programs, because they should essentially upgrade the skills of NPO professional staff in current areas of work or help them acquire new skills to apply in the near future. To ensure this, NPOs are required to prepare medium- to long-term plans for staff utilization in productivity promotion-related activities and for their training needs. In addition, based on such plans NPOs are requested to specify in their proposals the follow-up activities to be undertaken after in-country programs. Each proposal will be reviewed by the Secretariat to ensure suitability and justification.

Each in-country training program is expected to be highly interactive, work oriented, and rigorous in scope and include a comprehensive examination at the end of the course.

10. Scope and Methodology:

Scope
The program will cover productivity-related subject areas in which NPOs are currently engaged such as productivity and quality tools and techniques, total quality management, total productive maintenance, balanced scorecard, knowledge management, Six Sigma, lean production, energy/environmental management, Green Productivity, etc.

The final scope and contents of the program will be developed in close consultation with the NPO concerned based on their specific needs for the capacity building of staff, and the resource speakers will be consulted to fine-tune the program and finalize it.

Methodology
The two-week training program will involve expert lectures/tutorials, case studies, group exercises, group presentations, and site visits for NPO staff and other productivity practitioners engaged in the promotion of productivity who work as trainers, consultants, technical staff, managers, and local experts on productivity.

The program will have a comprehensive examination on the final day to assess the level of understanding of participants.

11. Roles and Responsibilities:
The roles and responsibilities of NPOs and the APO are:

NPOs:
- Organize a two-week training program to provide NPO productivity and quality facilitators with firsthand exposure to the tools and techniques of productivity and related subject areas to create a trained pool of practitioners. (It is essential that NPO professional staff comprise more than one-half of the total number of participants.)
- Assign a local coordinator(s) for managing the program
- Assign local resource speakers, if any
- Provide administrative and logistic support not covered by the APO

APO:
- Assign international resource speakers
- Assist the NPO in finalizing the program content in consultation with the experts
- Provide partial financial support for implementation of the program

12. Financial Arrangements:
The APO will apply the following guidelines to the sharing of expenses among the parties:

1) To be borne by the APO

The APO will bear the costs for assigning international resource speakers and provide financial support to meet the following costs:

1) Meeting package including meeting room with training facilities and requisite stationery, material, and documentation
2) Preparing and compiling training material sets for all participants
3) Hiring of equipment and transportation costs for site visits, if any

To meet the above costs, the APO will bear a maximum of USD10,000.00 to organize the two-week training program.
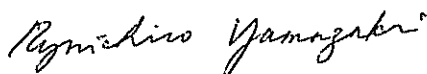
2) To be borne by the NPO

The NPO concerned will bear any other local implementation costs not covered by the APO.

Upon review and acceptance of the cost estimate submitted by the NPO, the APO will advance up to 50% of the estimated cost (not more than USD5,000.00).

The NPO will cover all other expenses and settle the entire account by providing all necessary bills and receipts to the APO after completion of the project. The final applicable payment will be based on the actual expenditure and review of the report submitted by the NPO as required.

13. Final Project Output:
The project is expected to create a pool of productivity practitioners in member countries who can act as trainers and promote productivity in various fields. Upon completion of the project, the NPO concerned will submit a comprehensive report on the training program with specific follow-up activities and recommendations to promote the productivity movement in the country. The NPO is also expected to monitor and assess the impact of the program and submit a report within six months after its implementation.

Ryuichiro Yamazaki
Secretary-General

Attachments I & II

PROPOSAL GUIDELINES

The following information should be included in the proposal:

1. Profile of the NPO
   - Mission, vision, role, and key activities in promoting the productivity movement
   - Number of professional staff and their qualifications and experience
   - Linkages with other important stakeholders

2. Current problems faced by the NPO
   - Describe briefly problems faced by the NPO with regard to its institutional capacity for promoting the productivity movement in the country
   - Reasons why in-country training for a specific subject area is essential
   - Results of previous related in-country programs, if any

3. Proposed program schedule and tentative timing

4. Target group and number of participants

5. Budget planning
   - Describe expected expense items
   - Financial contribution from the NPO

6. Expected results and outcome of the program
   - Benefits to the NPO in terms of capacity building
   - Follow-up activities to be undertaken by the NPO and the staff trained after completion of the training

Training Course for the Development of Productivity Practitioners (DPP)

Contents of Basic Course

Module I—Productivity Concepts and Principles

1. Productivity Concepts and Principles
    1.1 Understanding productivity (multidisciplinary concept)
    1.2 Framework for productivity improvement
    1.3 Relationships among productivity, quality, the environment, and profitability
    1.4 Roles of stakeholders in productivity
    1.5 Ways to improve productivity
    1.6 Concept and practice of kaizen

Module II—Productivity Strategies and Implementation

2. Productivity Strategies and Implementation
    2.1 Formulation of productivity strategies
    2.2 Productivity promotion and implementation in companies
    2.3 Productivity promotion and implementation at industry level
    2.4 Productivity promotion and implementation at national level

Module III—Productivity Tools and Techniques

3. Productivity Measurement
    3.1 Productivity measurement and data analysis
    3.2 Concept of value added
    3.3 Management analysis using productivity ratios

4. 5S Good Housekeeping Practices
    4.1 Concepts and benefits
    4.2 How to practice 5S
    4.3 Implementation and management of 5S in organizations
    4.4 Visual control systems

5. Problem-solving through Quality Circles
    5.1 Concepts and benefits of quality circles
    5.2 Understanding PDCA
    5.3 Basic quality tools
    5.4 Establishment and management of quality circles in organizations

6. Employee Suggestion Schemes
    6.1 Concepts and benefits
    6.2 Designing a suggestion scheme
    6.3 How to make quality suggestions
    6.4 Establishment and management of suggestion schemes in organizations

7. Method Study
   7.1 Concepts and benefits
   7.2 How to conduct a method study
   7.3 Flow and handling of materials
   7.4 Methods and movements at the workplace

8. Work Measurement
   8.1 Concepts and benefits
   8.2 Work sampling
   8.3 Time study
   8.4 Predetermined time standards

9. Value Engineering
   9.1 Concepts and practices

10. Waste Management
    10.1 Concepts and benefits
    10.2 How to practice waste management
    10.3 Implementation of waste management in organizations

11. ISO 9001 Quality Management System
    11.1 Concepts and benefits
    11.2 Elements and requirements of ISO 9001
    11.3 How to implement and sustain ISO 9001

12. Integrated Management Systems
    12.1 Concepts and benefits
    12.2 Common trends in integrated management systems
    12.3 How to integrate management systems

13. Office Productivity
    13.1 Concepts and benefits
    13.2 Computerization and IT
    13.3 Internet use

14. Labor-Management Cooperation
    14.1 Productivity gain-sharing

15. Green Productivity
    15.1 Sustainable development and Green Productivity (GP)
    15.2 Concepts and benefits
    15.3 GP methodology
    15.4 GP tools and techniques
    15.5 Case study

Module IV—Productivity Practitioner Development

16   Developing Competencies in Training
      16.1 Basic principles in developing and conducting productivity and quality training programs
      16.2 Training need analysis and total training plan
      16.3 Types of training delivery: on-the-job training, e-learning, etc.
      16.4 Design of training programs
      16.5 Development of facilitation and presentation skills

17.   Developing Competencies in Management Consulting
      17.1 Process of management consulting
      17.2 Data collection, analysis, and making recommendations
      17.3 Productivity awareness survey
      17.4 Report writing and management presentations
      17.5 Evaluating and sustaining improvements

18.   Developing Competencies in Productivity Promotion
      18.1 Understanding corporate culture and values
      18.2 Developing networking and communication skills
      18.3 Managing change
      18.4 Motivation
      18.5 Team building

Contents of Advanced Course

Module I—Productivity Concepts and Principles

1. Advanced Productivity Concepts and Principles
      1.1   Asian productivity movement
      1.2   Relation of productivity to organizational and national competitiveness and quality of life
      1.3   Understanding total factor productivity
      1.4   Social capital

Module II—Productivity Strategy and Implementation

2. Business Excellence Framework
      2.1   Corporate strategy for business excellence
      2.2   Business excellence criteria
      2.3   Implementing the business excellence framework in organizations
      2.4   Business excellence for SMEs

3. Performance Management Systems
      3.1   Balanced scorecard
      3.2   COMPASS as a performance measurement system
      3.3   Deployment of productivity targets

Module III—Productivity Tools and Techniques

4. Benchmarking and Best Practices
   4.1 Concepts and benefits
   4.2 How to implement benchmarking
   4.3 Implementation and management of benchmarking
   4.4 Benchmarking for industry or communities of practice

5. Total Quality Management (TQM)
   5.1 Concepts and benefits of TQM
   5.2 Quality culture
   5.3 Quality management
   5.4 Quality improvement
   5.5 Process measurement and analysis
   5.6 Six Sigma concepts, benefits, and applications

6. Total Productive Maintenance (TPM)
   6.1 Concepts and benefits
   6.2 How to practice TPM
   6.3 Implementation and management of TPM in organizations

7. Lean Management
   7.1 Concepts and benefits
   7.2 Elements and how to implement lean management
   7.3 Implementation and management of lean management in organizations

8. Supply Chain Management
   8.1 Concepts and benefits
   8.2 Elements and how to implement supply chain management
   8.3 Implementation and management of supply chainmanagement
   8.4 Concept, benefits, impacts, and applications of green purchasing

9. Knowledge Management (KM)
   9.1 Concepts and benefits
   9.2 Elements and how to implement KM
   9.3 Implementation and management of KM in organizations

10. Six Sigma
    10.1 Concepts and benefits
    10.2 Elements and how to implement Six Sigma
    10.3 Implementation and management of Six Sigma in organizations

11. Material Flow Cost Accounting (MFCA)
    10.1 Concepts and benefits of GP and MFCA
    10.2 Elements and how to implement MFCA
    10.3 Implementation and management of MFCA in organizations

Module IV—Leadership and Corporate Governance

12. Leadership
    12.1 Role of leadership

13. Corporate Governance

14. Corporate Social Responsibility
    14.1 Concepts and benefits
    14.2 UN Global Compact and development of ISO 26000
    14.3 How to practice corporate social responsibility
    14.4 Implementation of corporate social responsibility

Module V—Process Management and Sustaining Improvement

14. Business Process Reengineering (BPR)
    14.1 Concepts and benefits
    14.2 Elements and how to implement BPR
    14.3 Implementation and management of BPR in organizations

15. Innovation
    15.1 Concepts and benefits
    15.2 Elements and how to implement innovation
    15.3 Implementation and management of innovations in organizations

15. Computerization and IT
    15.1 Concepts and benefits
    15.2 Enterprise resource planning