



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

29 May 2015

1. **Project Code** 15-IN-31-GE-TRC-B
2. **Title** Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)
3. **Timing and Duration** 19 October–6 November 2015 (19 days)
4. **Venue** Kuala Lumpur, Malaysia
5. **Implementing Organization** Malaysia Productivity Corporation
P.O. Box 64, Off Jalan Sultan, Lorong Produktiviti
46904, Petaling Jaya, Selangor, Malaysia
Phone: 60-3-7951-2314
Fax: 60-3-7958-1697
e-Mail: khidzir@mpc.gov.my
6. **Number of Overseas Participants** Up to 18 participants from Bangladesh, Cambodia, Republic of China, Fiji, India, Indonesia, Islamic Republic of Iran, Lao PDR, Mongolia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam. However, other member countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat.
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 19 August 2015

9. Objectives

To develop APO-certified productivity practitioners with good knowledge of advanced productivity concepts, principles, and tools. The certified 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 development of certified productivity practitioners is a high-priority need for NPOs. Based on that need and to provide clear linkages for the development path of productivity practitioners, the APO devised the training courses on the Development of Productivity Practitioners: Basic and Advanced (DPP: Basic and Advanced). They are designed to develop future experts and specialists in the field of productivity improvement.

In 2013, the APO Secretariat held an expert meeting to study the feasibility of and identify opportunities to develop an APO certification system. Based on the discussion and subsequent review of APO projects of three- to four week-duration, two courses were identified in 2014 for the development of APO-certified productivity practitioners: DPP: Basic, implemented by the DAP; and DPP: Advanced, implemented by the MPC. A pilot certification scheme consisting of the following three stages will be launched starting from 2015 to develop a pool of APO-certified basic productivity practitioners.

Stage 1: Selection of qualified participants for this face-to-face course will be from among those who previously enrolled in and passed the self-learning e-course on the same subject. The self-learning e-course will be available on the APO e-learning website: <http://www.apo-elearning.org/moodle19/>.

Stage 2: This face-to-face course will have an examination, and successful participants will be requested to carry out a productivity improvement assignment in their countries within three to six months after they return from Malaysia.

Stage 3: The participants will submit project reports to the APO Secretariat for review, and a registration-based certificate will be given to successful candidates. All successful APO-certified productivity practitioners will be registered on the APO website: <http://www.apo-tokyo.org/wedo/Certified>.

Productivity practitioners must be able to diagnose the current productivity performance of any organization and then adopt and implement appropriate solutions for improvement. Therefore, NPOs are strongly requested to nominate professionals who are expected to work as productivity practitioners for this course. It is mandatory for the participants to submit productivity improvement project reports after participation in this course. At the end of the program, participants are expected to practice the techniques learned and continue to carry out self-development to guide junior practitioners and at the same time upgrade the level of professional assistance provided to organizations and industries.

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:

Date	Activity
Sun., 18 October 2015	Arrival of participants in Kuala Lumpur
Mon., 19 October	Opening session Module I: Productivity and Business Competitiveness Productivity Improvement Journey Case Study
Tues., 20 October	Presentation of individual reports by participants
Wed.-Fri., 21–23 October	Module II: Corporate Strategies and Implementation
Sat., 24 October	Putrajaya city visit
Sun., 25 October	Free time
Mon.–Tue., 26–27 October	Module III: Process Management
Wed.–Fri., 28–30 October	Module IV: Productivity Tools and Techniques Observational site visit I
Sat., 31 October	Free time
Sun., 1 November	Free time
Mon.–Wed., 2–4 November	Module IV: Productivity Tools and Techniques (cont.)
Thurs., 5 November	Observational site visit II Presentation of action plans by participants
Fri., 6 November	Summing-up session, examination, and closing ceremony
Sat., 7 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

The participants are expected to possess the following qualifications:

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 applications.)
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Experience	At least five years of working experience with NPOs or related agencies.
Education	University degree or equivalent qualification from a recognized university/institution.
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.
Health	Physically and mentally fit to attend an intensive project requiring participants to complete a number of individual and group activities and strenuous fieldwork. It is therefore recommended that member countries do not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 35 and 50 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 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. Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to US\$10,000.00 for the entire duration of the project and travel, and must submit to the APO Secretariat a copy of the comprehensive travel insurance certificate before participation. Such insurance should be valid in the host country. This insurance requirement is in addition to existing government insurance coverage in some member countries. If any participant is unable to insure himself/herself as stipulated above, he/she should secure this insurance in the host country at the commencement of the project and pay the premium himself/herself, if necessary, from the per diem allowance provided. Neither the APO nor the implementing organizations will be responsible for any eventuality arising from accident or illness.

- b. All expenses related to visa fees and airport taxes.
- c. 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 because of early arrival or late departure, for example, due to either limited available flights or any other reason.

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 the APO

- a. All assignment costs of overseas resource persons.
- b. Round-trip economy class international airfare by the most direct route between the international airport nearest to the participants' place of work and Kuala Lumpur. As far as practicable, all participants should purchase discount tickets. Please note that the 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. It is also available on the APO website and from APO Liaison Officers in member countries.
- c. Hotel accommodations for up to 18 overseas participants for up to six days

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 under section 12 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). 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, 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 instructed 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

Please refer to the requirements explained in the Stage 3 paragraph under item 10. Background.

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 given in the *APO Guide for Participants*, which is available from APO Liaison Officers/NPOs in member countries and on the APO website (http://www.apo-tokyo.org/asset/docs/participant_guidebook.pdf).



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.

Attachment 2. Supplementary Sheet
Please submit this sheet with your biodata.

Report on a Productivity Improvement Project

Please briefly explain your experience in a productivity improvement project undertaken.

Name:	
Project title:	
Project period:	
Your role in the project:	

Project Background and Reason:

Activities:

Significant Achievements of the Project (Tangible and Intangible Results):