



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

5 December 2016

1. **Project Code** 17-IN-80-GE-WSP-B
2. **Title** Workshop on Management Consultancy in Total Quality Management (TQM)
3. **Timing and Duration** 24–28 April 2017 (five days)
4. **Venue** Nadi, Fiji
5. **Implementing Organization** National Training & Productivity Centre
2/8 Queen Elizabeth Drive, Nasese, Suva, Fiji
Phone: 679-3311-004/9990 748
Fax: 679-3311-756
e-Mail: adntpc@fnu.ac.fj
6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, India, Indonesia, IR Iran, Lao PDR, Malaysia, 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** 24 February 2017
9. **Objectives**
 - a. To equip participants with in-depth knowledge and know-how in providing management consultancy services on TQM;
 - b. To discuss the issues and challenges of quality management practices in embracing Industry 4.0; and
 - c. To share the best practices of TQM implementation and possible integration with other productivity improvement initiatives, including international standards and certification.

10. Background

The TQM management strategy is based on the participation of all involved in operations and aimed at long-term success through customer satisfaction and benefits to all levels of the organization and society. It relies on proven management tools to achieve and maintain the

desired level of quality in everyday operations, allowing for continual improvement and meeting changing customer expectations. With the aim of radically transforming enterprises through progressive changes in attitudes, practices, structures, and systems, TQM encompasses all aspects of operations including customers' requirements, product and service delivery, and production systems. By ensuring quality in all steps in the production and delivery processes, TQM guarantees that customers will be satisfied with the end products and services provided by a company. Furthermore, benefits such as increased customer loyalty, cost savings, higher productivity, greater profitability, improved processes, better employee morale, and a positive work environment have encouraged enterprises in all sectors to adopt TQM.

However, in practice, the implementation of TQM can be complex and difficult and those benefits are not easy to achieve. Studies have shown that factors such as a lack of commitment from top management, inadequate resources, poor planning, and resistance to change by employees are among the obstacle leading to the failure of TQM adoption. Another key contributing factor is a lack of proper training for employees and guidance for management. In addition, a new revolution in industry, popularly known as Industry 4.0, is taking place, in which cyber-physical systems monitor the physical processes in factories and make decentralized decisions with little input from human operators. Therefore, the roles of consultants and trainers are becoming more challenging yet vital in providing the appropriate advice to enterprises embarking on TQM initiatives.

With the emphasis on the importance of adopting TQM in member countries, especially by SMEs, the APO is organizing this workshop to enable participants to understand TQM, its tools, and techniques in detail so that they can disseminate the knowledge gained to help clients and stakeholders with successful implementation. It will also enhance the competency of consultants of NPOs or similar institutions in the area of management consultancy in TQM applications. At the end of the program, the participants are expected to have acquired the knowledge and skills necessary to provide effective consultancy services and the ability to develop action plans for implementing TQM in client organizations. At the same time, this workshop will explore the possibility of realigning TQM with Industry 4.0 and with other productivity management strategies such as business excellence and international standard certification.

11. Scope and Methodology

The tentative topics to be covered are:

- a. Consulting skills in business management, production management, and quality management;
- b. Issues, challenges, and best practices in implementing consultancy in TQM;
- c. Integrating TQM with smart and digital industry;
- d. Case studies of successful TQM implementation; and
- e. Development of individual action plans for TQM consultancy.

The workshop will consist of individual country presentations, expert presentations, group discussions and presentations, and site visits.

The tentative program of the workshop is given below:

Date/Time	Activity
Sun., 23 April 2017	Arrival of participants in Nadi, Fiji
Mon., 24 April	Opening session Presentation of individual country papers
Tue., 25 April	Presentation of resource papers
Wed., 26 April	Presentation of resource papers Group exercise
Thurs., 27 April	Field visits to relevant organizations
Fri., 28 April	Presentation of group discussion output Program evaluation by participants, resource persons, and implementing organization Summing-up session Closing session
Sat., 29 April 2017	Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Consultants of NPOs or similar institutions involved in consulting on productivity and quality improvement in manufacturing and service industries.
Experience	At least five to 10 years of experience in a related field.
Education	Preferably university degree or equivalent qualification.
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

- a. Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to USD10,000.00 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 organization 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.
- d. Any cancellation charges for airfare and hotel accommodations arising from withdrawals after letters of acceptance have been issued by the APO.

To be borne by the host country

- a. Per diem allowances and hotel accommodation for up to 18 overseas participants for up to six days at the rate to be specified later.
- b. Transportation costs for hotel and airport transfers at the venue.
- c. All 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 Nadi. As far as practicable, all participants should purchase discounted 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. The APO may select more than 18 overseas participants in anticipation of last-minute withdrawals or no-shows. If more than 18 overseas participants attend, per diem allowances and hotel accommodation costs will be borne by the APO for up to two additional overseas participants at the rate to be prescribed 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 APO workshop.

- l. NPOs should inform participants that they must attend all five days of the project to qualify for the certificate of attendance.
- m. NPOs should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from participant withdrawal, as provided for under item 13.

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 participants are required to prepare a paper prior to departure for the project venue. In preparing the paper, they are expected to follow the “Guidelines for the Preparation of Country Papers” to be provided later.

17. Postproject Actions

All participants are required to prepare action plans during the workshop and share the plans with their NPOs. The APO will also request participants to submit progress reports six months after completion of the workshop.

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 (www.apo-tokyo.org).



Santhi Kanoktanaporn
Secretary-General