



PROJECT NOTIFICATION ADDENDUM

19 July 2018

1. **Project Code** 18-IN-31-GE-WSP-A
2. **Project Title** Workshop on Development of Productivity Champions
3. **Timing and Duration** 11–15 August 2018 (five days)
4. **Venue** Tehran, Islamic Republic of Iran
5. **Addendum No.** 1
6. **Reference** APO Project Notification 18-IN-31-GE-WSP-A dated 23 February 2018
7. **Subject** Timing

7-1 Change in Item No. 3 “Timing and Duration”

The timing of the project has been postponed to further notice.

Unless otherwise modified by the APO in writing, the provisions of the Project Notification dated 23 February 2018 pertaining to this workshop remain valid.

Dr. Santhi Kanoktanaporn
Secretary-General



PROJECT NOTIFICATION

23 February 2018

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2. **Title** Workshop on Development of Productivity Champions
3. **Timing and Duration** 11–15 August 2018 (five days)
4. **Venue** Tehran, Islamic Republic of Iran
5. **Implementing Organization** National Iranian Productivity Organization (NIPO)
No. 16, Sepand St., Ostad Nejatollahi Ave.
Tehran, Islamic Republic of Iran
Phone: 98-21-88-89-91-75
Fax: 98-21-88-89-90-63
e-Mail: nipo@mporg.ir
6. **Number of Overseas Participants** Up to 18 qualified participants
7. **Number of Local Participants** Up to twelve qualified participants
8. **Closing Date for Nominations** 18 June 2018
9. **Objectives**
 - a. To discuss and exchange the best practices in developing and recognizing productivity champions;
 - b. To develop and standardize the knowledge framework for productivity champions in member countries;
 - c. To create a standard APO productivity champion recognition scheme.
10. **Background**

Studies have shown that commitment from the top management is the key success factor in improving productivity at any level. Apart from providing the clear vision and mission of the organization, leaders must show exemplary performance to drive and inspire the workforce. Furthermore, the knowledge and ability to deploy the appropriate techniques and tools give them an advantage in undertaking productivity improvement programs in the most effective ways. In this context, the concept of “productivity champion” emerged to describe an individual who can act as a practitioner and leader simultaneously. Champions are also expected to become role models for other organizations in their quest for excellence.

Over the years, the APO has focused on developing practitioners who can perform as trainers, consultants, or promoters in improving productivity at the shopfloor level. However, most practitioners, who are generally at middle-management or supervisory level, cannot execute improvement plans without support from top management. In enterprises that have

achieved world-class excellence, performance is directly linked to leaders' effectiveness. Inspirational leaders can encourage and motivate employees to improve overall organizational performance, while poor leaders can impede success. Therefore, it is important to understand clearly the roles, responsibilities, and level of knowledge required by leaders to ensure successful implementation of productivity improvement initiatives and oversee positive change.

In APO members, several NPOs have developed schemes for recognizing and subsequently engaging champions as partners in spearheading productivity movements at organizational, sectoral, and national levels. Those champions also assist NPOs in formulating national productivity agendas and in setting targets and initiatives for their sectors. This workshop is being organized to discuss and exchange ideas among NPOs on developing a common framework that can be applied by all member countries to develop productivity champions with the required knowledge and skills. It is also the first step in the APO's plan to establish a recognition program for productivity leaders.

11. Scope and Methodology

Scope

The tentative topics to be covered are:

The concepts of productivity champions, specialists, and practitioners; development of a recognition and certification scheme and criteria; and best practice sharing among NPOs.

Methodology

The workshop will consist of presentations, sharing of country experiences, individual/group exercises, and field visits.

The tentative program of the workshop is given below, although it should be noted that the program is subject to change and may be updated continuously in consultation with the resource persons and implementing organizations.

Date/Time	Activity
Friday , 10 Aug	Arrival of participants in Tehran
Sat, 11 Aug	Registration Opening ceremony Program overview
	The Concepts of Productivity Champions, Specialists, and Practitioners
	Individual-country presentations on the productivity champion development and recognition program
Sun., 12 Aug	Leadership Impact on Productivity
	The Knowledge Framework of Productivity Champions

	Development of Criteria for Productivity Champions
Mon, 13 Aug	Development of Criteria for Productivity Champions (cont'd.) (group work, discussion, and presentations)
Tue, 14 Aug	Finalizing the Productivity Champion Knowledge Framework and Recognition Scheme Observational site visits
Wed, 15 Aug	Preparation of individual-country action plans and presentations Program evaluation by participants, resource persons, and implementing organization Summing-up session Closing session Certificate presentation
Thu, 16 Aug	Departure from Tehran

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Productivity Practitioners and officials of NPOs involved in productivity promotion, recognition, and certification and award programs.
Experience	At least five years of experience in the position described above.
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. It is therefore recommended that member countries do not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who meet the qualifications above are generally between 30 and 50 years of age.
Attendance	Participants are required to attend the entire program.

13. Financial Arrangements

a. Airfare

The APO will bear the cost of round-trip economy-class international airfare between the international airport nearest to the participants' place of work and Tehran, IR Iran.

The APO will only reimburse discount air tickets for the most direct route. Participants should 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 and is also available on the APO website and from APO Liaison Officers in member countries.

b. Insurance Coverage

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, illness, acts of war, force majeure, or any unexpected events beyond human control such as those related to natural disasters.

c. Cost Sharing

Subject to the conditions stated in the Financial Arrangements section, the following table shows the cost-sharing arrangements between the APO, host country, and participants or participating countries.

Cost item	Cost to be borne by		
	Participants or participating countries	Host country	APO
Round-trip economy-class international airfare (refer to paragraph 13a)	No	No	Yes
Participating Country Expenses (PCEs)	NA	NA	NA
Hotel accommodation in Tehran	No	Yes	No
Per diem allowance in Tehran	No	Yes	No
Transportation costs to and from hotel and airport in Tehran	No	Yes	No
Insurance coverage in IR Iran (refer to paragraph 13b)	Yes	No	No
Any expenses related to visa fees and airport taxes	Yes	No	No

Cost item	Cost to be borne by		
	Participants or participating countries	Host country	APO
All expenses incurred by participants for any reason including but not limited to: a. Stopovers b. Extension of stay c. Early arrival or late departure d. Flight cancellation	Yes	No	No
Any cancellation charges for expenses such as airfare and accommodations incurred by the APO or host country after issuance of Letters of Acceptance	Yes	No	No
Assignment costs of international resource persons	NA	No	Yes
Assignment costs of local resource persons	NA	Yes	No
All local implementation costs including but not limited to: a. Meeting rooms b. Documentation c. Preparatory costs	NA	Yes	No

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 selection committee 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, 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.
- m. NPOs should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from withdrawal or no show of a participant.

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 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).

20. Dress Code

Participants are required to wear business attire during the project. Other instructions will be provided in the circular for participants.



Santhi Kanoktanaporn
Secretary-General