PROJECT NOTIFICATION ADDENDUM

17 June 2016

1.	**Project Code**	16-IN-31-GE-TRC-B
2.	**Project Title**	Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)
3.	**Timing and Duration**	8–26 August 2016 (19 days)
4.	**Venue**	Kuala Lumpur, Malaysia
5.	**Addendum No.**	1
6.	**Reference**	APO Project Notification 16-IN-31-GE-TRC-B dated 18 March 2016
7.	**Details**	Change in project venue

7-1 Change in Section 4. Venue

The project venue has been changed from Kuala Lumpur, Malaysia, to **Johor Bahru and Kuala Lumpur, Malaysia**.

Other terms and conditions specified in the Project Notification dated 27 January 2016 remain unchanged.

Mari Amano
Secretary-General

PROJECT NOTIFICATION

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3.	**Timing and Duration**	8–26 August 2016 (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**	21 June 2016

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, utilize appropriate tools and techniques, and implement solutions to achieve organizational excellence;
b. Develop a framework, strategies, and action plans to enhance organizational competitiveness; and
c. 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, the APO designed the training courses on the Development of Productivity Practitioners: Basic and Advanced (DPP: Basic and Advanced) in 1994 and 2001, respectively, aiming to develop future experts and specialists in productivity improvement and provide momentum for the development paths of productivity practitioners.

In 2014, the two DPP courses were identified as core elements for the development of APO-certified productivity practitioners. In 2015, a pilot certification scheme for which the DPP courses were prerequisites was launched. The certification process consists of the following three stages:

Stage 1: Qualified participants for the face-to-face course are selected from among those who previously enrolled in and passed the self-learning e-course on the same subject. The self-learning e-course is available on the APO e-learning website.

Stage 2: An examination is conducted at the end of the face-to-face course, and successful participants who are willing to proceed to the next stage for being certified are requested to carry out a productivity enhancement assignment in their countries within three to six months after the training course.

Stage 3: The participants submit reports on their productivity enhancement assignments to the APO Secretariat for review, and a registration-based certificate is given to successful candidates.

After completing the three stages, the successful APO-certified productivity practitioners are registered on the APO website.

DPP: Advanced aims to provide participants with state-of-the-art knowledge on productivity, which enables them to diagnose the current productivity performance of any organization, adopt appropriate tools and techniques, and implement applicable solutions for improvement. Therefore, NPOs are requested to nominate professionals who are expected to work as productivity practitioners for this course. At the end of the program, they are expected to practice the techniques learned, carry out self-development plans to guide junior practitioners, and 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 the four modules below, and the details are given in 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.

Methodology

a. Individual presentations on current job activities related to productivity promotion, training, and consultancy;
b. Resource presentations on selected advanced productivity improvement tools and techniques;
c. Pre- and postcourse exams to assess the level of competency of participants;
d. Site visits to local enterprises for observation of productivity- and quality-related activities; and
e. Individual action plans demonstrating future efforts to specialize in productivity tools and techniques.

The tentative program of the training course is given below:

Date		Activity
Sun.,	7 August 2016	Arrival of participants in Kuala Lumpur
Mon.,	8 August	Opening session
		Presentation of individual reports by participants
Tues.–Wed.,	9–10 August	Module I: Productivity and Business Competitiveness
Thurs.–Fri.,	11–12 August	Module II: Corporate Strategies and Implementation
Sat.–Sun.,	13–14 August	Free time
Mon.–Wed.,	15–17 August	Module III: Process Management
Thurs.,	18 August	Module IV: Productivity Tools and Techniques
Fri.,	19 August	Observational site visit 1
Sat.–Sun.,	20–21 August	Free time
Mon.–Wed.,	22–24 August	Module IV: Productivity Tools and Techniques (cont.)
Thurs.,	25 August	Observational site visit 2
		Presentation of action plans by participants
Fri.,	26 August	Summing-up session, examination, and closing ceremony
Sat.,	27 August	Departure of participants

12. Qualifications of Candidates

The participants are expected to process 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 requested to submit brief reports on productivity improvement project with their applications; the report template is provided in Attachment 2.)

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 12 days.

b. Appropriate per diem allowances to cover meals and incidental expenses for up to 18 overseas participants for up to 12 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 eight days.

d. Appropriate per diem allowances to cover meals and incidental expenses for up to 18 overseas participants for up to eight 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. 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 for and reasons why organizations are now encouraging their people to be more innovative and looking for new ideas and methods to achieve the best results for the organization and its customers. A general overview of business process reengineering will also be provided.

Data Analysis through Statistical Software Applications
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 nonvalue-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 and availability to 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.

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):