



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

16 May 2013

1. **Project Code** 13-IN-21-GE-TRC-B
2. **Title** Training Course on Lean Six Sigma for the Service Sector
3. **Timing and Duration** 26–30 August 2013 (five days)
4. **Venue** Islamabad, Pakistan
5. **Implementing Organization**
National Productivity Organization
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Islamabad, Pakistan
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6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, Republic of China, Fiji, India, Indonesia, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, Philippines, Sri Lanka, Thailand, and Vietnam. Other member countries with special interest in the subject are also encouraged to apply.
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 15 July 2013
9. **Objectives** To provide basic training in step-by-step application of the lean Six Sigma methodology in the service sector and explain synergistic applications of combined lean management and Six Sigma for productivity enhancement in the sector.
10. **Background**

Six Sigma was first developed at Motorola in 1987 and became popular in the 1990s after its adoption by General Electric. Since then, Six Sigma has been applied by various multinational corporations including Toshiba and Sony as it aims to reduce costs while increasing profits by eliminating variability, defects, and waste, all of which ultimately undermine customer satisfaction and loyalty. Six Sigma is data driven and employs various mathematical tools and statistical analysis. A problem-solving process known as define,

measure, analyze, improve, and control (DMAIC) is extensively used in Six Sigma. Due to its fundamental qualities, Six Sigma has gained acceptance among practitioners not only in manufacturing but also in the service sector.

Lean Six Sigma is a process improvement program that combines two ideas: lean, a collection of techniques for reducing the time needed to provide products or services; and Six Sigma, a collection of techniques for improving the quality of products and services, substantially contributing to increased customer satisfaction. Lean Six Sigma combines the accuracy of Six Sigma and efficiency of lean management to achieve rapid improvements in the quality and productivity of service, customer satisfaction, overall cost, process speed, etc. Thus, it is about precision, accuracy, and timely delivery of breakthrough results. The training course is proposed to provide training in how to employ Lean Six Sigma methodology for service-sector organizations.

In 2011, the APO initiated a successful demonstration project in Vietnam on the same subject which reaffirmed the significance of lean Six Sigma in improving the services of selected model companies. Based on the high interest in and importance of the subject to the service sector, the APO is again organizing a training course to enable participants from the service sector of member countries to understand and implement lean Six Sigma in detail, so that they can disseminate the knowledge gained to help their organizations. After attending the course, the participants are expected to apply lean Six Sigma in their organizations and share the knowledge and experience gained with their colleagues for greater multiplier effects.

11. Scope and Methodology

The tentative modules to be covered are:

- a) Six Sigma infrastructure, requirements, and benefits
- b) DMAIC methodology
- c) Lean management and Six Sigma for the service sector
- d) Lean Six Sigma strategy and application in the service sector
- e) Best practices and case studies of lean Six Sigma with group exercises

Interactive lectures, exercises, group discussions, site visits, action plan presentation, and examination.

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

- a) Age Preferably between 30 and 45 years.
- b) Education Preferably university degree or equivalent qualification.
- c) Present Position Senior/mid-level managerial and technical personnel from the service sector who wish to acquire and utilize knowledge of lean Six Sigma to improve productivity in their organizations.
- d) Experience At least five years of experience in a related field.

- e) 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.
- f) 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.
- g) Attendance Participants must attend all five days of the project to qualify for the certificate of attendance.

13. Financial Arrangements

a) To be borne by the APO

- 1) All assignment costs of overseas resource persons.
- 2) Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participant's place of work and Islamabad, Pakistan, for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal and for participants from nonprofit organizations and SMEs from other member countries. As far as practicable, all participants should purchase discount tickets (following IATA PEX or other applicable discount fares). Please note that arrangements for the purchase of air tickets should be in accordance with the "Guide on Purchases of Air Tickets for APO Project Participants" dated 7 July 2006, which will be sent to the selected participants and is available from APO Liaison Officers in member countries.

b) 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:

- 1) Round-trip international airfare between the member country and Islamabad; and
- 2) Participating Country Expenses at US\$50.00 per participant, payable to the APO in convertible currency.

For all participants

- 1) Participants must be fully insured against accident and illness (including hospitalization) for a principal sum of US\$10,000.00 for the entire duration of the project and travel and must submit to the APO a copy of the comprehensive travel insurance certificate before participation. Such insurance must be valid in the countries to be visited. If a participant is unable to arrange for insurance coverage in the host country at the start of the project, he/she must pay the premium himself/herself out of the per diem allowances provided. Neither the APO nor the

implementing organization will be responsible for any eventuality arising from accident or illness.

- 2) 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 on account of early arrival or late departure, for example, due to either limited available flights or any other reason.
- 3) Any expenses related to visa fees and airport taxes.
- c) **To be borne by the host country**
 - 1) Per diem allowances and hotel accommodation for up to 18 overseas participants for up to six days at the rate to be specified later.

- 2) All local implementation costs.

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 documents listed below. A nomination lacking any of these documents may not be considered:
 - 1) 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).
 - 2) 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.

- e) Member countries are encouraged to submit the necessary documents electronically as mentioned above. 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.
- f) 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.
- g) 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.
- h) Under normal circumstances, candidates who are selected will be informed of their acceptance at least four weeks prior to the start of the project.
- i) 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.
- j) 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.
- k) 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.
- l) Each selected candidate is required 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 project.

15. Postproject Actions

All participants are required to take an examination at the end of the course to evaluate their level of understanding towards the subject. The APO will also request participants to submit progress reports six months after completion of the project based on the action plans prepared at the end of the project.

16. 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/project/files/participant_guidebook.pdf).



Ryuichiro Yamazaki
Secretary-General