



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

24 December 2015

1. **Project Code** 15-IN-20-GE-TRC-B
2. **Title** Training Course on Lean Manufacturing Systems
3. **Timing and Duration** 6–17 April 2015 (12 days)
4. **Venue** Kuala Lumpur, Malaysia
5. **Implementing Organization** Malaysia Productivity Corporation
Address: P.O. Box 64, Off Jalan Sultan, Lorong Produktiviti
46904, Petaling Jaya, Selangor, Malaysia
Phone: 60-3-7951-2314
Fax: 60-3-7958-1697
6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, ROC, Fiji, India, Indonesia, Islamic Republic of Iran, Lao PDR, Mongolia, Nepal, Pakistan, Philippines, Singapore, 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** 13 February 2015
9. **Objectives**

To develop the capability of trainers/consultants, engineers, and production managers to innovate lean systems using practical approaches and hands-on training.

10. Background

Lean manufacturing systems involve the systematic elimination of all types of waste in production and related processes. “Lean” also involves the concept of continuous production flow to satisfy customer demand by minimizing production lead time. The objective is to get the needed items to the right place at the right time in the right quantity and quality. The process requires identifying and eliminating activities that do not add value to the process of design, production, logistics, and customer relations. Lean systems have been widely adopted by industries and other sectors in many countries.

The lean system was developed originally by Toyota Motor due to its complicated operations. It has become more widespread with the business success of Toyota. The “Toyota way” became a topic studied in business schools, and “lean” is used by many consulting firms and in academia as a synonym for the Toyota Production System. To achieve the objectives of lean systems, several techniques and concepts are indispensable, including just-in-time inventory, the pull concept, small-lot production, total quality management, supply chain

management, and value stream mapping.

The APO has organized e-learning courses and face-to-face training courses related to lean manufacturing systems for a decade. This training course will provide comprehensive information on lean manufacturing systems and lean applications in organizations. Participants will learn how to make improvements on a production line through an inplant exercise(s) under the tutelage of experts/veterans. They will be required to demonstrate the skills acquired during the exercises as well as pass an examination at the end of the course.

11. Scope and Methodology

The tentative modules to be covered are:

- a. Concepts of and strategic planning for lean manufacturing systems;
- b. Methodologies for and approaches to lean applications;
- c. Practical techniques in the management of manufacturing systems; and
- d. Practicing improvement in a production process.

The training course will consist of lectures, group discussions, site visits, practical training in a manufacturing company, and problem-solving case studies, with an examination at the end of the project.

The tentative program of the training course is given below:

Date/Time	Activity
Sun., 5 April 2015	Arrival of participants in Kuala Lumpur
Mon., 6 April	Opening session, course overview, Lecture 1, Overall framework of lean manufacturing systems
Tues., 7 April	Lecture 2, Expert presentation
Wed., 8 April	Lecture 3, Expert presentation
Thurs. 9 April	Lecture 4 Expert presentation
Fri., 10 April	Lecture 5, Site visit 1
Sat. 11 April	In-plant practice preparation (free)
Sun., 12 April	In-plant practice preparation (free)
Mon., 13 April	In-plant practice (1)
Tues., 14 April	In-plant practice (2)
Wed., 15 April	Site visit 2
Thurs. 16 April	Group discussion, action plan presentation
Fri., 17 April	Summing-up session, examination, program evaluation, and closing session
Sat., 18 April	Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Trainers/consultants or senior/mid-level managerial and technical personnel from industry involved in manufacturing familiar with production systems or wishing to acquire knowledge of lean manufacturing systems.
Experience	At least five years in a related field.

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 55 years of age.
APO Certificate	Participants are required to attend the entire training course 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; and
- b. Participating Country Expenses at US\$50.00 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

- a. Per diem allowances and hotel accommodation for up to 18 overseas participants for up to 13 days at the rate to be specified later.
- b. 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 Kuala Lumpur for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal, and for participants from SMEs and nonprofit organizations from other APO member countries. As far as practicable, all participants should purchase discounted tickets. Please note that any arrangements for the purchase of air tickets should follow the "Guide on Purchases of Air Tickets for APO Project Participants" on page 16 of the *APO Guide for Participants*, which is available on the APO website at <http://www.apo-tokyo.org> and from APO Liaison Officers in member countries. Please note that no additional per diem allowances will be provided due to early arrival, delayed departure, rerouting of tickets, or any other reason.

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 training course.
- l. NPOs should inform participants that they must attend all 12 days 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 participants are required to prepare an individual report on lean manufacturing systems focusing on efficient, effective resource management prior to departure for the project venue. The "Guidelines for the Preparation of Individual Reports" will be sent after the selection of participants.

17. Postproject Actions

All participants are required to take an examination at the end of the training course to assess the level of understanding and to prepare action plans that will be shared with their NPOs. The APO will also request participants to submit progress reports on lean manufacturing systems six months after completion of the project to document how they applied the knowledge, skills, and experience from the training course in actual practice.

18. 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).

A handwritten signature in black ink, appearing to be 'MA' with a large, sweeping flourish extending to the right.

Mari Amano
Secretary-General