



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

19 December 2016

1. **Project Code** 17-IN-30-GE-TRC-B
2. **Title** Training Course on Development of Productivity Practitioners: Basic Program (DPP: Basic)
3. **Timing and Duration** 8 May–2 June 2017 (26 days)
4. **Venue** Manila and Tagaytay City, Philippines
5. **Implementing Organization** Development Academy of the Philippines (DAP)
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6. **Number of Overseas Participants** Up to 18 participants from Bangladesh, Cambodia, Fiji, India, Indonesia, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Sri Lanka, Thailand, and Vietnam. However, other member countries with special interest in the subject are also encouraged to apply after consultation with the APO Secretariat.
7. **Number of Local Participants** Up to six participants
8. **Closing Date for Nominations** 10 March 2017

9. Objectives

To develop and certify productivity practitioners with good knowledge of fundamental productivity concepts, principles, and improvement tools. The certified practitioners are expected to be able to:

- a. Assess current, emerging, and future trends impacting productivity growth;
- b. Identify and utilize appropriate productivity tools and other approaches to improve productivity;
- c. Adopt an integrated productivity framework to diagnose productivity problems and develop and implement solutions; and
- d. Conduct training, consulting, and promotional services for NPO clients.

10. Background

In recent years, productivity has become the ultimate agenda item for economic development in member countries. Recognized as the most important determinant in enhancing growth and narrowing the gap in living standards compared with advanced economies, several APO member countries have developed their own national plans to boost productivity, requiring NPOs as leading productivity organizations to play expanded roles. Therefore, initiatives to enhance and upgrade the competency of NPO professionals are needed in most APO members.

Over the years, various capacity-building programs have been organized to assist the development of NPOs in line with the APO strategic direction of strengthening NPOs and enabling them to increase the productivity and competitiveness of member countries. The DPP: Basic and Advanced courses are core projects to achieve this primary goal. These two courses that have been organized for almost two decades aim to develop future experts and specialists in productivity improvement at the organizational and national levels. Recognizing the importance of these courses for the development of NPOs, the program structure and modules have been reviewed regularly by the Secretariat to ensure relevance to current trends in productivity.

In 2015, a pilot certification scheme for which the DPP courses were prerequisites was launched. It aims to develop a pool of certified productivity practitioners able to conduct training, consultancy, and promotion activities for NPOs and their stakeholders. This year, the certification program will continue, and selected participants are required to undergo the following stages:

Stage 1: Qualified participants for the face-to-face courses 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. Therefore, NPOs are requested to nominate only candidates who passed the self e-learning courses.

Stage 2: An examination is conducted at the end of the face-to-face courses, and successful participants are requested to carry out a productivity improvement assignment in their countries within three to six months after the training courses. APO resource persons will provide mentoring and coaching to guide participants in preparing the project reports.

Stage 3: Participants submit project reports to the APO Secretariat for review, and a registration-based certificate is given to successful candidates. The APO-certified productivity practitioners will receive three-year certification as APO-certified productivity practitioners in DPP: Basic.

DPP: Basic aims to equip participants with fundamental knowledge of productivity, which enables them to diagnose the current productivity performance of any organization and then adopt and implement appropriate solutions for improvement. Therefore, NPOs are requested to nominate emerging professionals and new recruits who are expected to work as productivity practitioners for this course. It is mandatory for participants to submit productivity improvement project reports after completing this course. At the end of the course, participants are expected to practice the techniques learned and continue to carry out self-development to qualify to attend the DPP: Advanced course in the future.

11. Scope and Methodology

Lectures, presentations, group exercises, in-plant practice on basic productivity and quality tools and techniques, and examination.

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 four modules. The broad coverage of each module is provided below, and details are given in Attachment 1.

Module I—Concepts, implementation strategies, and emerging and future trends in productivity

Module II—Productivity tools and techniques

Module III—Competencies as a productivity practitioner

Module IV—Individual productivity and quality action plans

Methodology

The methodology for the course will include:

- a. Individual reports to assess the level of competency of the selected participants;
- b. Course assessment;
- c. Reading assignments on specific topics;
- d. Classroom lectures;
- e. Group exercises;
- f. Observational site visit(s);
- g. In-plant practice; and
- h. Individual action plans.

The tentative program of the training course is given below:

Date/Time	Activity
7 May 2017	Arrival of participants in Manila
8–9 May	Opening session
	Module I—Productivity concepts and implementation strategies
10–12 May	Module II—Productivity tools and techniques
14 May	Departure for the DAP Conference Center, Tagaytay City
15–17 May	Module II—Productivity tools and techniques (cont.)
18–19 May	Module III-1—Competencies as a trainer
20–26 May	Module III-2—Competencies as a consultant
27 May	Departure for Manila
29–30 May	Module III-3—Competencies as a productivity promoter
31 May–1 June	Module IV—Individual productivity and quality action plans
2 June	Summing-up session, examination, and closing ceremony
3 June 2017	Departure of participants

12. Requirements of Candidates

The participants are expected to possess the following qualifications:

Present Position	Participants are preferably from NPOs. Candidates from other similar organizations and corporations with relevant experience may be considered if nominations from NPOs are not received.
Experience	At least two years of working experience at an NPO or related agency with the specific experience of implementing a minimum of two projects in the field of productivity improvement.
Education	University graduate or equivalent.
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 four-week project. NPOs are reminded to screen the nominated candidates on the bases of emotional and psychological stability, especially to withstand homesickness during participation in a long-term program such as this.
Age	Candidates who fit the above profile are typically between 25 to 35 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 Manila, the Philippines.
- b. Participating Country Expenses at USD100.00 per participant, payable to the APO in convertible currency.

For all participants

- a. Participants must be fully insured against accident and illness (including hospitalization) for a principal sum of USD10,000.00 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 host country. 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. The certificate of travel insurance covering accident and illness must be submitted to the NPO upon registration on the first day of the project. Participants are also required to submit their most recent medical test results and medical certificate on the first day of the project, indicating their physical fitness to attend a long-term project such as this.

- b. 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.
- c. Any expenses related to visa fees and airport taxes.
- 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. Hotel accommodation for up to 18 overseas participants and two local participants in Tagaytay City for up to 13 days.
- b. Appropriate per diem allowances to cover meals and incidental expenses for up to 18 overseas participants in Tagaytay City for up to 13 days.
- c. Assignment costs for local resource persons.

To be borne by the APO

- a. All assignment costs for 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 Manila, the Philippines, for all participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal and for participants from nonprofit organizations and SMEs from other APO 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 follow the "Guide on Purchases of Air Tickets for APO Participants," which will be sent to the selected participants and is available on the APO website 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.
- c. Hotel accommodation for up to 18 overseas participants in Manila for up to 14 days.
- d. Appropriate per diem allowances to cover meals and incidental expenses for up to 18 overseas participants in Manila for up to 14 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 above.
- b. Self-nominations will not 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 APO Secretariat.
- 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 course.
- l. NPOs should inform participants that they must attend all 26 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

All participants are required to prepare reports prior to departure for the project venue. In preparing the reports, they are expected to follow the "Guidelines for Reports on Productivity and Quality Improvement Projects" provided after participant selection.

17. Postproject Actions

All participants are required to prepare action plans and share the plans with their NPOs. They should submit reports on productivity improvement activities to the APO and their NPOs six months after participation in this project to show how they applied the knowledge, skills, and experience gained from the training course to actual practice.

The APO will also request participants to submit progress reports six months after completion of the training course.

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.



Santhi Kanoktanaporn
Secretary-General

Attachment 1: DPP Basic Program Contents

DPP Basic: Program Contents

Module I—Concepts, implementation strategies, and emerging and future trends in productivity

a. Understanding productivity (multidisciplinary concept)

Provides a conceptual understanding of productivity by explaining its relevance and usefulness to organizational well-being. Traditionally, productivity was viewed mainly as an efficiency concept (outputs in relation to input) but is now increasingly seen as an efficiency and effectiveness concept. Effectiveness is how an organization meets the dynamic needs and expectations of customers. Productivity now depends on the value of products and services and the efficiency with which they are produced and delivered to customers. In addition, we are in the midst of a fourth wave of technological progress, known as Industry 4.0 or the Fourth Industrial Revolution. The latest revolution enables industry to gather and analyze data across machines, enabling faster, more flexible, and more efficient processes to produce higher-quality goods at reduced cost. These in turn will ultimately change the competitiveness and productivity growth of organizations.

b. Framework for productivity improvement

To sustain high long-term productivity and competitiveness, enterprises must constantly innovate (devise new and better products and develop better ways of doing things), be flexible and agile, respond rapidly to increasingly sophisticated customer needs that are constantly changing, and be able to anticipate and adjust to market conditions. Productivity improvement must now focus on value creation rather than on minimization of inputs.

c. Relationship among productivity, quality, the environment, and profitability

Explains the connections among productivity, quality, and environmental preservation and their influence on organizational performance and thus profitability.

d. Roles of productivity practitioners

Discusses the roles of productivity practitioners as champions of organizational productivity movements and experts in devising productivity improvement initiatives in organizations.

Module II—Productivity tools and techniques

Provides participants with knowledge and skills on the use and adoption of basic productivity and quality tools and techniques covering the following areas:

- Understanding corporate culture and change management processes
- Handling change management in productivity and quality improvement program promotion and implementation
- Productivity measurement techniques
 - Productivity measurement concepts and techniques
 - Objective matrix
 - Value-added productivity measurement
- Problem-solving and quality circle tools and techniques

- Basic industrial engineering tools
- Green Productivity
- Employee involvement programs
 - Kaizen and total quality management
 - 5S
 - Suggestion schemes
 - Quality circles
 - Labor–management cooperation
 - Morale survey/productivity climate diagnosis

Module III—Competencies as a productivity practitioner

a. Developing competencies in consulting

- Skills in diagnosing organizational health
- Conducting productivity and quality diagnoses
- Analysis of data collected and recommendations
- Report preparation and presentation to top management
- Evaluating and sustaining improvements

b. Developing competencies in training

- Basic principles in developing and conducting productivity and quality training programs
- Development of facilitation and presentation skills
- Presentation skills workshop

c. Developing competencies in productivity promotion

- Strategy, promotion, and implementation
Provides the basis for the formulation of productivity strategies in terms of where the focus is, how it will be identified, benchmarking to identify gaps, and specification of action plans
- Implementation of strategies for change, multistage decision processes, organizational implications, and adaptation of strategies for different levels of the organizational hierarchy
- Understanding corporate culture/values and change management processes
- Handling change management in productivity and quality program promotion and implementation
- Developing a networking and communication plan

Module IV—Developing individual productivity and quality action plans

Provides opportunities for participants to develop plans for productivity interventions in their organizations. Action plans should include:

- Existing situation
- Objectives
- Activities
- Target outputs for each activity including time frame
- Responsible parties
- Resources needed