



PROJECT NOTIFICATION

7 January 2019

- 1. Project Code** 19-IN-31-GE-TRC-A
- 2. Title** Certified Productivity Practitioners' Course for NPOs
- 3. Timing and Duration** 19–30 August 2019 (12 days)
- 4. Venue** Manila and Tagaytay City, Philippines
- 5. Implementing Organization** Development Academy of the Philippines (DAP)
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Pasig City, Metro Manila, Philippines
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e-Mail: apolu@dap.edu.ph
- 6. Number of Overseas Participants** Up to 18 qualified participants
- 7. Number of Local Participants** Up to six qualified participants
- 8. Closing Date for Nominations** 19 June 2019
- 9. Objectives**

The course aims to enhance the competencies of productivity practitioners in national productivity organizations (NPOs) by equipping them with theoretical and practical knowledge of productivity improvement strategies at the organizational level. This is the preparatory course for the APO Certification Program for Productivity Practitioners.

10. Background

At the Governing Body Meeting in 2018, member countries reported that enhancing capability building on productivity and quality in the public and private sectors, training for NPO staff, sharing of know-how and best practices in productivity improvement techniques and methods, improving the productivity of SMEs, and increasing the number of national productivity experts were among the areas that required support from the APO. Factors such as the restructuring of NPOs, establishment of national productivity agendas, public-sector reforms, and the urgency of raising the competitiveness levels of local industries were identified as contributing to those issues. In addition, productivity is becoming a main agenda item in all members, regardless of their level of socioeconomic development. For example, Japan is aiming to achieve a “productivity revolution” by 2020, while Singapore listed

productivity a main pillar in its industrial transformation map, especially to support SMEs in raising operational efficiency.

Against this backdrop, training courses for productivity practitioners remain relevant to member countries. Introduced by the APO to strengthen the capability of NPOs, the course is essential in developing trainers and consultants capable of leading productivity enhancement activities. To ensure its effectiveness and ability to meet the needs of stakeholders, the APO revitalized the course last year. The modules and contents now concentrate on practical sessions to enhance the competency of participants in core areas needed by productivity practitioners: training; consultancy; and promotion. At the end of the course, participants are expected to have improved their knowledge, skills, and ability in performing the following:

- Making presentations on productivity promotion plans and strategies;
- Designing and delivering productivity training sessions;
- Diagnosing productivity problems and recommending solutions;
- Demonstrating relevant interpersonal skills; and
- Recommending suitable productivity tools and techniques.

Therefore, the NPOs are strongly requested to nominate professionals who are expected to work as productivity practitioners and committed to completing the entire certification process. Failure to meet all requirements may affect participation in other future APO projects.

11. Scope and Methodology

The tentative modules to be covered are:

Module 1: Functional Competency Development

Submodule: Roles of Productivity Practitioners

Submodule: Developing Competencies in Productivity Training, Consultancy, and Promotion

Submodule: Enhancing Competencies in Interpersonal Skills

Module 2: Productivity and Quality Diagnosis

Submodule: Onsite Assessment

Submodule: Data Analysis

Submodule: Report Presentation to Top Management of Host Organizations

Module 3: Project Development for the Certification Program

Submodule: Project Plan Preparation, Overall Project Plan Presentation, and Roadmap

The program will consist of lectures, presentations, in-plant practice, and examination. As the preparatory course for the APO certification program, all participants are required to undergo competency assessment under each module to ensure that they have acquired the skills and knowledge required to qualify as certified productivity practitioners.

The tentative program of the training course is given below:

Date/Time	Activity
Sun., 18 August 2019	Arrival of participants in Manila
Mon., 19–Tues., 20 August	Opening program

	Course overview Module 1: Functional Competency Development Submodule: Roles of Productivity Practitioners Departure for DAP Conference Center, Tagaytay City
Tues., 20–Thurs., 22 August	Submodule: Enhancing Competencies in Interpersonal Skills Submodule: Developing Competencies in Productivity Training, Consultancy, and Promotion
Friday 23–Tues., 27 August	Module 2: Productivity and Quality Diagnosis Submodule: Onsite Assessment Submodule: Data Analysis Submodule: Report Presentation to Top Management of Host Organizations Departure for Manila
Wed., 28–Thurs., 29 August	Module 3: Project Development for the Certification Program Submodule: Project Plan Preparation, Overall Project Plan Presentation, and Roadmap
Fri., 30 August	Course integration: Summing-up session, examination, and closing ceremony
Sat., 31 August	Departure of participants

Important note: After attending the entire course and passing the overall competency assessment, successful participants are required to carry out productivity improvement projects in their countries and submit project reports six months after training course completion. APO faculty members will provide mentoring and coaching to guide participants in preparing the project reports. Successful candidates will receive three-year certification from the APO.

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Professionals from NPOs who are involved in training and consultancy or associate consultants assigned by NPOs. Priority will be given to those who enrolled in and passed the self-learning e-course on Productivity Tools and Techniques (Basic and Advanced) or participated in a DON (in-country) project in the preceding three years.
Experience	At least five years 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, long hours of course daily work, 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 30 and 45 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 Manila, the Philippines, for those from organizations in any of these categories:

- a. SMEs;
- b. Nonprofit organizations; and
- c. Any organization from the APO list of LDCs.*

**As of 7 July 2006, the APO list of LDCs comprised Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.*

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. Participating Country Expenses (PCEs)

PCEs payable to the APO do not apply to organizations in any of these categories:

- a. SMEs;
- b. Nonprofit organizations; and
- c. Any organization from the APO list of LDCs.*

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c. 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.

d. 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 for conditions)	Conditions apply	No	Conditions apply
Participating Country Expenses (PCEs) (refer to paragraph 13b)	USD50 per participant	No	No
Hotel accommodation in Manila and Tagaytay City	No	Yes (7 days) in Tagaytay	Yes (6 days) in Manila
Per diem allowance in Manila and Tagaytay City	No	Yes (7 days) in Tagaytay	Yes (6 days) in Manila
All transportation costs in Manila and Tagaytay City	No	Yes	No
Insurance coverage in the Philippines (refer to paragraph 13c)	Yes	No	No
Any expenses related to visa fees and airport taxes	Yes	No	No
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	NA	Yes	No

Cost item	Cost to be borne by		
	Participants or participating countries	Host country	APO
b. Documentation			
c. Preparatory 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 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: tgoto@apo-tokyo.org, 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 training course.
- l. NPOs should inform participants that they must attend all 12 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 project plan prior to departure for the project venue. In preparing the paper, they are expected to follow the “Guidelines for the Preparation of Project Proposals” to be provided later.

17. Postproject Actions

Please refer to the requirements explained in the last paragraph under item 11. Scope & Methodology.

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.



Dr. Santhi Kanoktanaporn
Secretary-General