



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

2 May 2014

1. **Project Code** 14-IN-71-GE-WSP-B
2. **Title** Workshop on Performance Management and Measurement of Productivity in Public-sector and Service-sector Organizations
3. **Timing and Duration** 13–17 October 2014 (five days)
4. **Venue** Delhi, India
5. **Implementing Organization** National Productivity Council  
Institutional Area, Lodi Road  
New Delhi 110003, India  
Phone: 91-11-24690331/24607328  
Fax: 91-11-24615002  
e-Mail: [isg@npcindia.gov.in](mailto:isg@npcindia.gov.in)
6. **Number of Overseas Participants** Up to 18 qualified participants from Republic of China, Fiji, IR Iran, Japan, Republic of Korea, Lao PDR, Malaysia, 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** 29 August 2014
9. **Objectives**

The objectives of this workshop are to:

- a. Review productivity measurement in public- and service-sector organizations and develop appropriate approaches and methodology;
- b. Discuss performance measurement and management in public-sector organizations and develop approaches and methodology to manage their performance;
- c. Review the strategic use of performance measures and how to establish indicators, specific targets, and goals for improving overall performance in public- and service-sector organizations; and
- d. Review and develop the relationship between productivity and performance management and evolve appropriate methodology for their management.

## 10. Background

Productivity is assuming a greater role in light of diminishing resources and increasing focus on sustainable development. Apart from public-sector organizations involved in manufacturing, many organizations in the service sector have to play a greater role in resource conservation. Productivity is therefore critical to these organizations. A reexamination of productivity measurement is needed, along with appropriate modifications of productivity measurement, especially in the public and service sectors. It is imperative to analyze critically the relationship between productivity and performance and evolve a suitable methodology for enhancing both.

As more citizens demand greater value from their tax payments, governments are pressured to reform and improve public-sector productivity to deliver efficient, effective performance. The APO conducted a study meeting on Performance Management in the Public Sector in 2012. Now, many governments are replacing traditional input- or process-based activities with output- or result-based performance management. Linking strategies and desired performance at all levels is crucial to enhance public-sector productivity. This workshop will examine steps to improve organizational performance by aligning individual, team, and organizational objectives and results. It will assess a framework for performance management in the public sector and develop a methodology and road map for the applications of performance management in the sector.

## 11. Scope and Methodology

The tentative modules to be covered are:

- a. Best practices of productivity measurement and performance management frameworks;
- b. Process-based performance systems and result-based performance management methodology; and
- c. Linkages between productivity measurement and performance measurement.

## Methodology

Lectures, country presentations, site visits, group discussions, and case studies.

The tentative program of the workshop is given below:

<b>Date/Time</b>	<b>Activity</b>
Sun., 12 October 2014	Arrival of participants in Delhi
Mon., 13 October 2014	Opening session, course overview, resource speakers' presentations
Tues., 14 October 2014	Presentations on performance management and measurement of productivity in public- and service-sector organizations
Wed., 15 October 2014	Best practice sharing sessions
Thurs., 16 October 2014	Group discussions and group exercise
Fri., 17 October 2014	Summing-up session and closing ceremony

## 12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Participants should be in senior positions in public- and service-sector organizations. They should also be engaged in productivity and/or performance management and have hands-on experience in driving productivity and performance. Consultants from NPOs or public-sector consulting organizations related to management may also participate.
Experience	At least five years of experience 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 and strenuous fieldwork. It is therefore recommended that member countries not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fits the above profile are typically between 40 and 55 years.
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

- 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 six 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 New Delhi, India. 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.

**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](http://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](mailto: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 informed 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 workshop.
- l. NPOs should inform participants that they must attend all five 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 a paper prior to departure for the project venue. In preparing the paper, they are expected to follow the "Guidelines for the Preparation of Country Papers" to be provided later.

#### **17. Postproject Actions**

All participants are required to prepare action plans and share the plans with their NPOs. The APO will also request participants to submit progress reports six months after completion of the workshop.

## **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](http://www.apo-tokyo.org)).



Mari Amano  
Secretary-General