

# Asian Productivity Organization

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## PROJECT NOTIFICATION

30 October 2012

1. **Project Code:** 12-IN-105-GE-WSP-B
2. **Project Title:** **Workshop on Performance Management of Service-sector Organizations**
3. **Duration:** 18–22 February 2013 (five days)
4. **Venue:** Karachi, Pakistan
5. **Implementing Organization:** National Productivity Organization of Pakistan  
  
Address: 2nd Floor STP (Software Technology Park)  
Building, Constitution Avenue, F-5/1  
Islamabad, Pakistan  
Phone: 92-51-2823304-8  
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6. **Number of Overseas Participants:** Up to 18 qualified participants from Bangladesh, Cambodia, Fiji, India, Indonesia, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam.
7. **Number of Local Participants:** Up to six qualified participants
8. **Closing Date for Nominations:** 11 January 2013

All nominations along with the completed biodata form and medical certificate of the nominees should reach the APO Secretariat by the above date. Selection of participants will be completed immediately after this date. Member countries are requested to inform the APO Secretariat as soon as possible if they do not intend to participate so that the places can be made available to other interested countries.

- 9. Objectives:** To discuss ways, new approaches, and methodologies for performance management of service-sector organizations; understand the difficulties and challenges in conducting performance management by sharing case studies; and evolve solutions for the effective use of performance management as a tool to enhance the productivity of service-sector organizations.

## **10. Background**

The service sector is the mainstay of the economy in most APO members. Apart from public-sector organizations, it also includes healthcare, education, retail, transport, tourism, etc. which employ thousands of personnel. There has been increasing demand to improve productivity in service organizations, although this is challenging.

Performance management is one of the effective tools that can be applied to achieve quantum leaps in the productivity of these organizations. Performance management will lead to enhancing the quality of services, increasing stakeholder satisfaction, and improving the overall cost-effectiveness and transparency of service organizations. It also helps to recognize and reward outstanding performers and to develop modest ones. In this workshop, participants will exchange key elements of best practices, emerging trends, issues, challenges, and implementation of performance management in service organizations.

The workshop participants are expected to apply performance management in their organizations upon their return and submit a report to the APO six months after completion of the program.

## **11. Scope and Methodology**

### **Scope**

- Significance of productivity in the service sector
- What is performance management?
- Performance management in the service sector
- Difficulties and barriers faced in applying performance management in the service sector
- Reward system for good performers
- Sustaining of performance management
- Tools and techniques for incorporating performance management in the service sector

### **Methodology**

Presentations by experts, sharing of success stories/case studies, brainstorming, discussions on performance management in service organizations, preparation of action plan, and field visits.

## **12. Requirements for Candidates**

- (a) Age: Preferably between 30 and 45 years.
- (b) Education: University degree or equivalent qualification from a recognized institution.
- (c) Present Position: Managers of service organizations, top executives/consultants on performance management, and NPO professionals.

- (d) Experience: At least five years in the service sector and involved in training and consultancy on productivity and quality enhancement programs for the sector.
- (e) Language Proficiency: All presentations and discussions are conducted in English, and participants are frequently required to make oral and written presentations. Those who are not proficient in English should not apply.
- (f) Health: Physically and mentally fit to attend an intensive five-day program requiring participants to complete a number of individual and group activities (it is therefore recommended that member countries refrain from nominating candidates likely to suffer from physical and mental strain).
- (g) Follow-up Activities: Required to report follow-up activities to NPO and APO within six months of the workshop when requested.

### **13. Financial Arrangements**

#### **(a) To be borne by the APO**

- i) Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participant's place of work and Quaid-e-Azam International Airport, Karachi, Pakistan for all participants. As far as practicable, all participants are strongly encouraged to purchase and use discounted 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.
- ii) All assignment costs of overseas resource persons.

#### **(b) To be borne by the host country—Pakistan**

- i) Hotel accommodations and appropriate per diem allowances for 18 overseas participants for up to six days.
- ii) Other local implementation costs in Pakistan.

#### **(c) To be borne by participants or participating countries**

- i) 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.

- ii) 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 whatsoever.
- iii) Any expenses related to visa fees and airport taxes.

#### **14. Actions by Member Countries**

- (a) Each member country is requested to nominate two or more candidates for selection. Please ensure that candidates nominated meet the qualifications mentioned in item 12.
- (b) We will not accept any form of self-nomination. All nominations must be endorsed and submitted by an APO Director, Alternate Director, Liaison Officer, or their designated officer.
- (c) Please note that nomination does not necessarily guarantee that a candidate 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. Sometimes candidates are not selected because they are overqualified.
- (d) Each nomination should be accompanied by the documents listed below. A nomination lacking any of these documents may not be considered:
  - i) Two copies of the candidate's biodata on the APO biodata form together with passport-sized photograph. The biodata form can be downloaded from the APO website. Downloading information is also available from [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.
  - ii) 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 for this particular project self-declaration is sufficient for candidates without any of the health conditions or illnesses enumerated on the reverse side of the medical form. However, for all others, medical certification by a recognized physician on the reverse side of the medical form is required.
- (e) Member countries are encouraged to submit the necessary documents electronically as mentioned in (d)-i). 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

specify the candidate's name and the project code on the reverse side of the photograph.

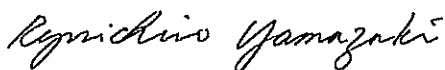
- (f) Member countries are requested to abide by the nomination deadline specified in item 8 on the first page. The APO may not consider late nominations as they have in the past resulted in considerable difficulties to the implementing organization in its preparatory work for the project.
- (g) Under normal circumstances, candidates who are selected after the initial screening will be informed of their acceptance at least four weeks prior to commencement of the project.
- (h) Member countries are requested to inform candidates that, once selected, they are not to bring family members or to engage in any private business activities during the entire duration of the project. Further, if they should become unable to take part, the NPOs concerned are requested to inform the APO and the host country promptly of their reason for withdrawal.
- (i) Each selected candidate is required to arrive at the venue one day before the start of the official program. Also, he/she is expected to return home upon completion of the official program because he/she is visiting the host country for the specific purpose of attending this APO workshop.

#### **15. Predeparture Preparation**

Each selected candidate or a group of candidates from a member country is required to prepare a country paper following the guidelines to be provided later.

#### **16. Other Conditions**

Other conditions for participation are given in the *APO Guide for Participants* which is available on the APO website and from APO Liaison Officers/NPOs in member countries.



Ryuichiro Yamazaki  
Secretary-General