



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION ADDENDUM

22 March 2017

1. **Project Code** 17-IN-31-GE-TRC-A
2. **Title** Training Course on Development of Productivity Practitioners: Advanced
3. **Timing and Duration** 17–28 July 2017 (12 days)
4. **Venue** Penang, Malaysia
5. **Addendum No.** 1
6. **Reference** APO Project Notification 17-IN-31-GE-TRC-A dated 27 January 2017
7. **Details** Change in Financial Arrangements in Project Notification

### 7-1 Change in Item No. 13 “Financial Arrangements”

The Participating Country Expenses to be borne by participants or participating countries for the project have been changed from USD100.00 to **USD50.00**.

Other terms and conditions specified in the Project Notification dated 27 January 2017 remain unchanged.

Santhi Kanoktanaporn  
Secretary-General





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27 January 2017

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2. **Title** Training Course on Development of Productivity Practitioners: Advanced
3. **Timing and Duration** 17–28 July 2017 (12 days)
4. **Venue** Penang, Malaysia
5. **Implementing Organization** Malaysia Productivity Corporation  
P.O. Box 64, Off Jalan Sultan, Lorong Produktiviti  
46904, Petaling Jaya, Selangor, Malaysia  
Phone: 60-3-7951-2314  
Fax: 60-3-7958-1697  
e-Mail: khidzir@mpc.gov.my
6. **Number of Overseas Participants** Up to 18 participants.
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 15 May 2017

### 9. Objectives

To develop and certify productivity practitioners with the knowledge, skills, and ability to lead the productivity movement at the organizational level. The certified productivity practitioners are expected to be able to:

- a. Assess current, emerging, and future trends impacting productivity growth;
- b. Develop a framework, strategies, and action plans to enhance organizational competitiveness;
- c. Identify and utilize appropriate tools and techniques and implement solutions to achieve organizational excellence; and
- d. Provide advice and deliver promotional, training, and consulting services on advanced productivity techniques to organizations.

### 10. Background

The Development of Productivity Practitioners (DPP) Program has become a mainstay of the APO to build the capacity of National Productivity Organizations and other stakeholders. In recent years, the program has been expanded to nonmembers such as Colombia and several

African countries. In order to enhance the capability of productivity practitioners, a certification program was introduced in 2015. Each participant is encouraged to undertake an individual project on enhancing productivity after the completing the course. Projects that meet the evaluation criteria will be certified by the APO. 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 Productivity Tools and Techniques (Advanced). 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 productivity practitioners will receive three-year APO certification in DPP: Advanced.

DPP: Advanced aims to provide participants with updated knowledge of productivity trends, which enables them to lead productivity improvement activities at the organizational level. The practitioners are also expected to be able to diagnose the productivity performance of any organization, adopt appropriate tools and techniques, and implement applicable solutions for improvement. Therefore, NPOs are requested to nominate professionals who are expected to work as productivity practitioners for this course. After completing the course, they are expected to practice the techniques learned, carry out self-development plans to guide junior practitioners, and upgrade the level of professional assistance provided to organizations and industries.

The course is conducted by a team of faculty members comprising overseas and local resource persons and other prominent speakers drawn from both the public and private sectors of the host country. In addition, participants will have an opportunity to observe the concrete results of productivity improvement activities and initiatives, particularly their impact on competitiveness and organizational excellence, through observational study visits. At the same, the site visits will also expose participants to smart technology used in the manufacturing and service sectors in Malaysia.

## **11. Scope and Methodology**

### **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 the three modules below, and the details are given in Attachment 1:

Module I: Productivity and Business Competitiveness;

Module II: Corporate Strategies and Implementation; and

Module III: Productivity Tools and Techniques.

## Methodology

- a. Enroll in the APO self-e-learning program on Productivity Tools and Techniques (Advanced);
- b. Individual presentations on current job activities related to productivity promotion, training, and consultancy;
- c. Resource presentations on selected advanced productivity improvement tools and techniques;
- d. Site visits to local enterprises for observation of productivity improvement-related activities and to create awareness of the latest technology leading to smart manufacturing;
- e. Course exams to assess the level of competency of participants; and
- f. Development of individual action plans demonstrating future efforts to specialize in productivity tools and techniques.

The tentative program of the training course is given below:

<b>Date</b>	<b>Activity</b>
Sun., 16 July 2017	Arrival of participants in Penang, Malaysia
Mon., 17 July	Opening session Presentation of individual reports by participants
Tues.–Wed., 18–19 July	Module I: Productivity and Business Competitiveness
Thurs.–Fri., 20–21 July	Module II: Corporate Strategies and Implementation
Sat.–Sun., 22–23 July	Free time
Mon.–Thurs 24–27 July	Module III: Productivity Tools and Techniques
Fri., 28 July	Presentation of action plans by participants Summing-up session, examination, and closing ceremony
Sat., 29 July	Departure of participants

## 12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Participants should preferably come from NPOs, although candidates from similar organizations with relevant experience in implementing productivity improvement projects could also be considered. Priority will be given to those who attended DPP: Basic and have been involved in at least two productivity improvement projects or have equivalent knowledge and skills in using productivity tools and techniques. (Candidates are requested to submit brief reports on productivity improvement projects with their applications; the report template is provided in Attachment 2.)
Experience	At least five years of working experience with NPOs or related agencies.
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 50 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 Penang.
- b. Participating Country Expenses at USD100.00 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 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 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.

- 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 (Malaysia)**

- a. Hotel accommodations for up to 18 overseas participants for up to seven days.
- b. Appropriate per diem allowances to cover meals and incidental expenses for up to 18 overseas participants for up to seven days.
- c. Assignment costs for local resource persons.
- d. All other 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 Penang, Malaysia 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 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.
- c. Hotel accommodations for up to 18 overseas participants for up to six days.
- d. Appropriate per diem allowances to cover meals and incidental expenses for up to 18 overseas participants for up to six days.
- e. The APO may select more than 18 overseas participants in anticipation of last-minute withdrawals or no-shows. If more than 18 overseas participants attend, per diem allowances and hotel accommodation costs will be borne by the APO for up to two additional overseas participants at the rate to be prescribed for up to 13 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 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. 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 course.



- l. NPOs should inform participants that they must attend whole duration 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**

The selected participants will be required to submit a paper on the status of the productivity improvement projects they have undertaken, including training and consultancy. The paper should include an overview of programs and activities and primary areas of involvement (application of productivity tools and techniques). The guidelines will be provided later.

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

Please refer to the requirements explained in the stage 3 paragraph under item 10. Background.

#### **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 ([http://www.apo-tokyo.org/asset/docs/participant\\_guidebook.pdf](http://www.apo-tokyo.org/asset/docs/participant_guidebook.pdf)).



Santhi Kanoktanaporn  
Secretary-General

## MODULE 1: PRODUCTIVITY AND BUSINESS COMPETITIVENESS

### **Productivity and Business Competitiveness**

It is recognized that productivity plays a critical role in enhancing competitiveness at both corporate and national levels. This module seeks to clarify that role and focuses on productivity strategies for business competitiveness. An understanding of the internationally accepted framework for competitiveness can play a significant role in recommending a holistic national/organizational approach for competitiveness and higher productivity. In the midst of industrial transformation and the rise of digitization, known as Industry 4.0, there is a need for organizations to adopt new ways of doing business to stay competitive. The extensive use of advanced technology including sensors, wireless communication, and networks, aided by the deployment of intelligent robotics and machines, as well as the development of big data analytics, has transformed the business operations of all types of organizations. This new revolution holds the promise of increased flexibility in manufacturing, mass customization, increased speed, better quality, and improved productivity.

### **Understanding Total Factor Productivity**

Basically, there are two distinct sources of growth: input-driven and productivity-driven growth. Productivity-driven growth is associated with the enhancement of the factor efficiency of labor and capital, as well as total factor productivity (TFP) through skill upgrading, capital deepening, and improvements in management and entrepreneurship. TFP improvements will enable the economy to generate greater output from the available resources, hence shifting it to a higher-growth path. TFP is therefore an important contribution to the sustainable, long-term economic growth of a nation.

## MODULE II: CORPORATE STRATEGIES AND IMPLEMENTATION

### **Understanding the Business Excellence Framework**

Most organizations recognize that total quality management is important but many do not know where to begin or how to sustain it in the long run. The business excellence framework underpinning most recognized quality awards involves a structured approach that organizations can follow to set up management systems and processes to ensure that businesses excel. Embracing this framework can guide aspiring organizations in their quality journey.

### **Deploying Corporate Strategy through the Balanced Scorecard**

Performance measurement and management have emerged as tools to control businesses. The balanced scorecard takes this approach and elevates it from a tactical operational activity into a strategic management philosophy incorporating the delivery of organizational vision and facilitating feedback loops to gather information from people and operational systems. This strategic feedback and performance measurement system enables organizations to manage their business operations more effectively. Mechanisms for translating organizational goals and vision into action plans such as the deployment of key productivity indicators will further guide organizations on their journey.

### **Productivity Measurement Methodologies**

In general, productivity signifies the measurement of how well an individual entity uses its resources to produce outputs from inputs. There are, however, a number of different productivity measures that are commonly used. Choosing between them usually depends on the purpose of productivity measurement and the availability of data. Understanding value-added measurement and its applications at the macro level will be discussed in detail.

## **MODULE III: PRODUCTIVITY TOOLS AND TECHNIQUES**

### **Lean Management**

Lean management is a comprehensive term referring to manufacturing methodologies based on maximizing value and minimizing waste in processes. The implementation of lean practices enabled many organizations to build an excellent foundation for continuous improvement. The session will demonstrate how lean management or manufacturing could work to improve productivity, efficiency, and quality.

### **Manpower Audit**

Most organizations do not fully understand how their manpower structure can be mapped to show upcoming business requirements, potential workforce changes and demands, and current labor capability and utilization levels. At the same time, companies are facing greater pressure to control human capital costs, or at least to predict them over a longer period of time. Manpower audits assist organizations in achieving the appropriate size by aligning the organizational structure and levels with the business needs of each division. This technique is also proven useful to examine talent capacities and shortages, remove staff redundancies, and utilize waste for better organizational performance.

**Attachment 2: Supplementary Sheet**

Please submit this sheet with your biodata.

**Report on a Productivity Improvement Project**

Please briefly explain your experience in a productivity improvement project undertaken.

Name:	
Project title:	
Project period:	
Your role in the project:	

**Project Background and Reason:**

**Activities:**

**Significant Achievements of the Project (Tangible and Intangible Results):**