

No. 31106/20  
Dt.

Sub:20-IN-31-GE-TRC-A: Certified Productivity Practitioners' Course for NPOs,  
29 June - 10 July 2020, Manila, Philippines (Visit  
<https://www.npcindia.gov.in/NPC/User/InternationalServices> for detailed  
Project Notification)

Dear Sir,

We invite your kind attention to NPC  
<https://www.npcindia.gov.in/NPC/User/InternationalServices> with regard to above  
Asian Productivity Organization (APO) project. The project notification and the APO bio data  
form are available on the above mentioned page and the same are also attached herewith.  
The duly filled in **single copy** of Performa enclosed of the suitable officers for participation  
as per the para (**Qualifications for Participants**) of the project notification may kindly be  
forwarded to reach us latest by **20<sup>th</sup> March 2020**. In this regard, the following points may be  
noted.

- **Financial Arrangement**

For SMEs and Nonprofit organizations, the APO will meet round trip economy class  
International airfare between the International airport nearest to the participant's place of  
work and Manila, the Philippines.

The hotel accommodation, the per diem allowances and airport transfer of the  
participants at the venue will be met by the Host Country. However, the travel insurance,  
visa fees and airport travel are to be borne by the participant.

In case of withdrawal of participation from the said program, subsequent to selection,  
the cancellation charges towards hotel accommodation, airline ticket etc. will borne by  
the participants/participants organization.

- **Fees and Charges**

An Application fees (NON-REFUNDABLE) of **Rs. 500/-+ 18% GST** for MSME Sector,  
Trade Unions and NGO's and **Rs. 1000/-+ 18% GST** for others is payable along with the  
nomination form, for each participant.

In case of selection by APO, NPC will charge **Rs. 3,000/-+ 18% GST** for MSME Sector,  
Trade Unions and NGO's, **Rs. 12,000/-+ 18% GST** for profit making organizations and  
**Rs. 6,000/- + 18% GST** for others per participant is payable towards handling charges  
and membership fee for the APO Alumni Association of India (AAAI).

The requisite amount can be paid through a demand draft/cheque/ECS drawn in favour  
of National Productivity Council, New Delhi. In the absence of application fee, the  
nominations will not be considered. Kindly e-mail the details of the ECS/RTGS/NEFT  
payment made on [isg@npcindia.gov.in](mailto:isg@npcindia.gov.in). In this regard, the NPC's bank account details  
are attached herewith.

- **Nomination Procedure**

**All nominations should be routed through proper channel and as per the attached APO bio data form.** The nominations received after the last date will not be considered. It is the responsibility of the candidates to complete all the official formalities required by their organizations/department before proceeding abroad.

It is requested to send nominations by e-mail to [jittin.kapoor@npcindia.gov.in](mailto:jittin.kapoor@npcindia.gov.in), [isg@npcindia.gov.in](mailto:isg@npcindia.gov.in), [rk.rawat@npcindia.gov.in](mailto:rk.rawat@npcindia.gov.in) (application in prescribed excel format) and one hard copy by post along with the covering letter of the competent authority on company's letter head. All information pertaining to nominations will be treated as confidential and classified. The nominated officers may be invited as a faculty in programs on the relevant subject/s, organized by NPC.

We look forward to receiving of nominations from your esteemed organization.

Thanking you,

Yours faithfully,



(K.D. Bhardwaj)  
Director & Head (Int'l Serv.)  
for Director General  
e-mail: [isg@npcindia.gov.in](mailto:isg@npcindia.gov.in)



## PROJECT NOTIFICATION

|  |  |
|--|--|
| <b>PN Issue Date</b>                           | 29 January 2020                                      |
| <b>Project Code</b>                            | 20-IN-31-GE-TRC-A                                    |
| <b>Title</b>                                   | Certified Productivity Practitioners Course for NPOs |
| <b>Timing and Duration</b>                     | 29 June–10 July 2020                                 |
| <b>Venue</b>                                   | Manila, Philippines                                  |
| <b>Implementing Organization(s)</b>            | Development Academy of the Philippines               |
| <b>Maximum Number of Overseas Participants</b> | 18   |
| <b>Maximum Number of Local Participants</b>    | 6  |
| <b>Closing Date for Nominations</b>            | 10 April 2020  |

## **1. 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 prerequisite course for the certification program in compliance with the APO 101 Requirements for Productivity Specialists.

## **2. Background**

Strengthening NPOs' capability remains the main priority of the APO. As the organizations responsible for spearheading national productivity movements and strategic partners of the Secretariat in executing APO projects, it is necessary for NPOs to be continuously reinforced and supported through capacity building and knowledge and technology transfers. Programs such as Bilateral Cooperation Between NPOs, Individual-country Study Missions, Development of NPOs, and others are carefully designed to meet these needs and expectations. In addition, NPO professionals are given high priority to attend multicountry programs that focus on new, emerging trends in productivity. These efforts continue with the recent introduction of the Accreditation Program in which NPOs are to be developed as certification bodies (CBs). The objective is to elevate and expand NPOs' roles from mere training providers to internationally recognized CBs, and it is hoped that NPOs will extend their services to other member countries by certifying productivity specialists under APO schemes.

The productivity practitioners' course is one of the projects developed for this purpose. The training course, which has been offered for almost three decades, focuses on equipping NPO professional staff with knowledge of and skills in advanced productivity enhancement tools and techniques. To ensure its effectiveness and ability to meet the needs of stakeholders, the APO continuously revises the contents and methodology. The training course now focuses on enhancing 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 be able to:

- Make presentations on productivity promotion plans and strategies;
- Design and deliver productivity training sessions;
- Diagnose productivity problems and recommend solutions;
- Demonstrate relevant interpersonal skills; and
- Recommend suitable productivity tools and techniques.

Since 2015, the training course has become one of the major components of the APO Certification Program. Participants must complete the entire course, pass the exam, and submit project reports within six months of course completion. Successful candidates receive three-year certification from the APO. With the establishment of the APO Accreditation Body, the Secretariat revised the format of this course and will not issue certification starting from next year. The APO will mainly focus on accrediting NPOs or affiliated organizations as CBs and act as the certification scheme owner. APO-accredited CBs will provide certification to successful candidates in compliance with the APO 101 Requirements for Productivity Specialists. However, this course will remain a prerequisite for certification by CBs and be available only for NPO staff.

The 2020 certification process for this training course will be partially revised to comply with the APO 101 Requirements for Productivity Specialists. Guidance and explanations will be given for participants to complete the certification process. Therefore, NPOs are strongly requested to nominate professionals who are expected to work as productivity practitioners and committed to completing the entire certification process.

## **3. 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 and project report preparation

Submodule: Report presentation to top management of host organizations

Module 3: Project Development for the Certification Program (APO 101 Requirements for Productivity Specialists)

Submodule: Overview, scope of certification, domain of expertise, and certification process

The course will consist of lectures, presentations, in-plant practice, and examination. As the preparatory course for APO certification, 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 this course is given below:

| <b>Date/Time</b>     | <b>Activity</b>   |
|----------------------|---|
| Sunday, 28 June 2020 | Arrival of participants in Manila   |
| Monday, 29 June      | Opening Session<br><br>Module 1: Functional Competency Development as a Productivity Practitioner<br>Submodule: Roles of productivity practitioners<br>Program overview and team formation<br>Presentations on cases of productivity project experience and proposals |
| Tuesday, 30 June     | Module 1: Functional Competency Development as a Productivity Practitioner<br>Submodule: Roles of productivity practitioners: productivity promotion plans and strategies   |
| Wednesday, 1 July    | Module 1: Functional Competency Development as a Productivity Practitioner<br>Submodule: Developing competencies in productivity training, consultancy, and promotion   |
| Thursday, 2 July     | Module 2: Productivity and Quality Diagnosis<br>Workshop session on tools and techniques for productivity diagnosis at organizational level   |
| Friday, 3 July       | Module 2: Productivity and Quality Diagnosis<br>Workshop session on tools and techniques for productivity enhancement at organizational level   |
| Saturday, 4 July     | Module 2: Productivity and Quality Diagnosis<br>Orientation on group mission<br>Assignments for onsite assessment and report to companies   |
| Sunday, 5 July       | Free day  |
| Monday, 6 July       | Module 2: Productivity and Quality Diagnosis<br>Submodule: Onsite assessment and data analysis in host companies  |
| Tuesday, 7 July      | Data analysis and project report preparation  |
| Wednesday, 8 July    | Project report presentation   |
| Thursday, 9 July     | Module 3: Project Development for the Certification Program (APO 101 Requirements for Productivity Specialists)<br>Submodule: Overview, scope of certification, domain of expertise, and certification process  |
| Friday, 10 July      | Module 3: Project Development for the Certification Program (APO 101 Requirements for Productivity Specialists): Presentation of Project Plans<br>Participants will make presentations on their project plans<br>Course integration<br>Closing Session                |
| Saturday, 11 July    | Departure from Manila   |

#### 4. Qualifications of Candidates

|                  |  |
|------------------|--|
| Present Position | Professionals from NPOs 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 relevant in-country training course in the preceding three years. |
| 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 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.  |

#### 5. Requirements

Participants are required to prepare and submit productivity enhancement project plans and PowerPoint presentations prior to departure for the project venue. In preparing the documents, they are expected to follow the guidelines to be provided later together with the project circular.

To qualify for certification as APO productivity specialists, all participants are required to comply with the APO 101 Requirements for Productivity Specialists.

##### 5-1. Repeat Participants (who attended previous APO projects and are applying for another)

- a. In the Candidate's Biodata form (application form), candidates are required to provide details of follow-up actions taken after attending a previous APO project(s) and outcomes (benefits) of those activities.
- b. Candidates are also required to state in the Candidate's Biodata form whether they submitted a report on their follow-up actions.

##### 5-2. All Participants

- a. In the Candidate's Biodata form, candidates are required to list their expectations from the project and planned postproject actions/activities. This is a tentative list, which participants are free to revise or replace after attending the project.
- b. All participants are required to develop and submit final follow-up action plans within 10 working days of project completion, in the format to be provided by the APO Secretariat later.
- c. All participants are required to submit reports on the follow-up actions taken within six months (or a period specified for a particular project) of project completion.
- d. The reports on follow-up actions are separate from the trip reports participants usually submit to their organizations/NPOs immediately after returning from project venues. The report format will be provided before project completion.

#### 6. Financial Arrangements

##### 6-1. Airfare

The APO will meet the cost of round-trip economy-class international airfare between the international airport nearest to the participants' place of work and Manila, the Philippines, 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.*

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.

### 6-2. 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\*;

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

### 6-3. 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. 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.

### 6-4. 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 met by                       |              |                  |
|--|---|--------------|------------------|
|  | Participants or participating countries | Host country | APO              |
| Round-trip economy-class international airfare (refer to paragraph on Airfare for conditions)  | Conditions apply                        | No           | Conditions apply |
| Participating Country Expenses (PCEs) (refer to paragraph on PCEs)   | USD50 per participant                   | No           | No               |
| Hotel accommodation at the venue   | No                                      | Yes (7 days) | Yes (6 days)     |
| Per diem allowance at the venue  | No                                      | Yes (7 days) | Yes (6 days)     |
| Transportation costs to and from hotel and airport at the venue  | No                                      | Yes          | No               |
| Insurance coverage in the host country (refer to paragraph on Insurance Coverage)  | 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:<br>a. Stopovers<br>b. Extension of stay<br>c. Early arrival or late departure<br>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              |

| Cost item  | Cost to be met by                       |              |     |
|--|---|--------------|-----|
|  | Participants or participating countries | Host country | APO |
| Assignment costs of local resource persons   | NA                                      | Yes          | No  |
| All local implementation costs including but not limited to:<br>a. Meeting rooms<br>b. Documentation<br>c. Preparatory costs | NA                                      | Yes          | No  |
| Notes (special conditions): NA   |   |              |     |

## 7. 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 the section Qualifications of Candidates 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](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 department in charge of this project.
- 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 project.
- l. NPOs should inform participants that they must attend the entire program 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.

#### **8. 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.

#### **9. Project Preparation**

The participants are required to prepare a short paper prior to departure for the project venue. In preparing the paper, they are expected to follow the guidelines to be provided later with the Project Circular.

#### **10. Postproject Actions**

This is a preparatory course for the APO 101 Requirements for Productivity Specialists, and it is necessary to comply with the requirements set by the standard in order to be certified. The guidelines will be given during the course.

#### **11. Evaluation of Participants**

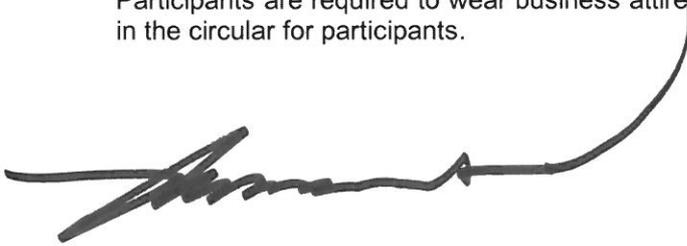
If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

#### **12. 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)).

#### **13. Dress Code**

Participants are required to wear business attire during the project. Other instructions will be provided in the circular for participants.



Dr. AKP Mochtan  
Secretary-General