



REQUIREMENTS FOR PRODUCTIVITY SPECIALISTS

APO-PS 101:2019

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APO-PS 101:2019

TABLE OF CONTENTS	Page
FOREWORD	1
1. SCOPE OF CERTIFICATION.....	3
2. DEFINITIONS	3
3. PRODUCTIVITY SPECIALISTS	5
3.1 <i>General</i>	5
3.2 <i>Job Responsibilities</i>	5
3.3 <i>Levels of Certification</i>	6
4. FRAMEWORK FOR PRODUCTIVITY IMPROVEMENT	6
4.1 <i>General</i>	6
4.2 <i>Planning</i>	7
4.3 <i>Executing</i>	7
4.4 <i>Sustaining</i>	7
5. COMPETENCY.....	7
5.1 <i>Prerequisites and Competency Requirements</i>	7
5.2 <i>Productivity Domain Expertise</i>	12
5.3 <i>Process Skills</i>	13
5.4 <i>People Skills</i>	13
6. CODE OF PROFESSIONAL CONDUCT.....	14
7. CERTIFICATION PROCESS.....	15
7.1 <i>General</i>	15
7.2 <i>Certification Process</i>	16
7.3 <i>Recertification Process</i>	17
7.4 <i>Suspension and Withdrawal</i>	18
7.5 <i>Feedback on Certification Bodies</i>	18
Annex A. Recommended Criteria to Evaluate Knowledge and Experience in Providing Productivity Solutions	19
Annex B. Infringements/Noncompliance and Recommended Disciplinary Actions.....	20
Annex C. Generic Guide for Conducting Written Examinations	22
Annex D. Certification Logos.....	23
Annex E. Document Issue and Development of the Scheme	24

Foreword

This document outlines the APO Certified Productivity Specialists Scheme to complement the continuous efforts of the APO in cooperation with national productivity organizations (NPOs) to build up region-wide pools of productivity specialists.

The APO Certification of Persons Accreditation Scheme (APO-CoP) for Certified Productivity Specialists complements the APO Productivity Practitioners Guidelines, i.e., the APO Productivity Practitioners Certification Program (PPCP 1001) launched in 2015 to certify participants from the multicountry Training Course on Development of Productivity Practitioners (DPP: Basic and Advanced) who completed their practice requirements after the course. Moving forward, APO member countries and others will have the means and a standard approach to build up pools of certified productivity specialists according to their needs.

The APO-CoP Scheme follows international standards and will enhance the APO's visibility as a leading international organization on productivity. The APO Accreditation Body (APO-AB) will serve as the scheme owner, while accredited NPOs or other entities will implement the scheme as certification bodies (CBs).

This document also outlines a structured framework for the implementation of appropriate productivity solutions in client enterprises or organizations.

Productivity specialists are expected to transfer knowledge of a wide range of productivity solutions to enterprises and organizations through training, facilitating, coaching, and consulting activities.

Certified productivity specialists are expected to be able to:

- a) Identify, apply, and explain productivity improvement solutions and related methodologies to improve productivity;
- b) Adopt a structured productivity framework to diagnose productivity problems as well as develop and implement solutions; and
- c) Provide promotion, training, research, and consultancy services to NPOs, client enterprises, and other organizations.

A successful individual certification applicant earns the title “Certified Productivity Specialist” and is further qualified at a specific productivity specialist level. The general term used to refer to individuals who obtain certification is “certified persons.” Certified persons are recognized by organizations in APO member countries as leading global productivity professionals. Certified persons benefit from:

- a) Improved career and business prospects;
- b) Use of the authorized certification logo on business documents;
- c) Listing in the public online register of CBs (if applicable);

- d) Networking with other certified persons in the productivity specialist community;
- e) Opportunities to participate in APO international assignments, conferences, and other events; and
- f) Proof of commitment to ongoing professional development.

In the preparation of this document, reference was made to the following publications:

- a) APO-AB TOR 3002/2019 Terms and Conditions Governing the Use of the APO-AB Accreditation Symbol by Accredited Certification Bodies;
- b) APO-AB COP 001/2018 General Requirements for Certification Bodies: Certification of Persons Scheme;
- c) ISO 20700:2017 Guidelines for Management Consultancy Services;
- d) IRCA 1000 Requirements for Certification as IRCA Auditor, November 2016;
- e) APO Productivity Practitioners Guidelines, APO Productivity Practitioners Certification Program (PPCP 1001: 2015);
- f) Enterprise Singapore, TR43: 2015 Technical Reference for Management Consultants;
- g) ISO 17024: 2012 Conformity assessment–General requirements for bodies operating certification of persons;
- h) ISO 9712: 2012 Non-destructive testing–Qualification and certification of NDT personnel; and
- i) Ministry of Economy, Trade and Industry (Japan) Ordinance No. 192 Regulations Concerning Registration and Examination of SME Management Consultants, 2008.

This document was prepared by the Technical Working Group (TWG) on Productivity Specialists under the direction of the APO Accreditation Body (APO-AB) Council for the purpose of certifying productivity specialists by APO member countries and others. Members of the TWG are drawn from NPO representatives, APO-assigned technical experts, and industry productivity practitioners. See Annex E for the list of members of the TWG.

1. Scope of Certification

This document provides a framework for the certification of productivity specialists in the delivery of promotion, training, research, and consultancy services to implement appropriate productivity solutions in client organizations.

The following definitions are used in this document:

2. Definitions

2.1 Applicant

A person who has submitted an application under the APO Certified Productivity Specialists scheme.

2.2 APO Accreditation Body (APO-AB)

The APO-AB is the accreditation body that formally recognizes certification bodies (CBs).

2.3 APO Certification of Persons (APO-CoP)

The APO-CoP is the general requirements for the accreditation scheme for the certification of persons. The APO-AB owns and administers the scheme for the accreditation of CBs.

2.4 Assessment

The process that evaluates a person's fulfillment of the requirements under the certification scheme which includes oral and written examinations or other means where appropriate.

2.5 Assignment

Services provided to clients in relation to implementing solutions to improve productivity.

2.6 Certification Body (CB)

A CB is an organization responsible for all tasks in the development and operation of the APO-CoP scheme. (Note: A CB can be an NPO, a government agency or authority, or another entity.)

2.7 Certification Logo

A protected mark or logo issued by a CB with the authorization of the APO-AB for certified persons at their levels of certification.

2.8 Certified Person

A certified person refers to a certified productivity specialist, certified senior productivity specialist, or certified master productivity specialist.

2.9 Client

A client is any entity, including an enterprise or organization, that engages the services of a productivity specialist.

2.10 Competency

Competency is the ability to apply knowledge and skills in productivity improvement assignments to perform the agreed-upon services and achieve the intended results.

2.11 Consultancy

Consultancy involves providing independent, expert advice on productivity improvement to client organizations.

2.12 Continuous Professional Development (CPD)

Activities undertaken by a certified person after certification to maintain, improve, or increase the knowledge or skills related to professional activities are referred to as CPD.

2.13 Copyright

Copyright is defined as the exclusive intellectual property and assignable legal rights owned by the creator or originator who has the right to reproduce, publish, perform, or record literary, artistic, or musical material.

2.14 Deliverables

Deliverables comprise the tangible results of productivity specialists' assignments.

2.15 Impartiality

The ability to judge or consider matters objectively is referred to as impartiality.

2.16 Implementation

"Implementation" is defined as the process of translating decisions or plans into actions to achieve the intended results. In the context of this document, it includes the planning, executing, and sustaining phases of the framework for productivity improvement.

2.17 NPOs

The abbreviation NPOs stands for national productivity organizations.

2.18 Outcomes

Outcomes are the results of assignments or implementation processes.

2.19 Productivity Practitioner

A person who actively and constantly applies productivity concepts and performs activities that improve productivity at the workplace is referred to as a productivity practitioner as described in the scheme, APO Productivity Practitioners Guidelines, APO Productivity Practitioners Certification Program (PPCP 1001).

2.20 Productivity Solution

A productivity solution refers to a combination of productivity improvement tools and techniques applied in technical interventions.

2.21 Productivity Specialist

A highly skilled individual whose work concentrates primarily on applications of productivity solutions and productivity-related activities in consultancy, training, promotion, and research assignments is defined as a productivity specialist.

2.22 Promotion

Promotion involves advocating and encouraging people and organizations to adopt and practice productivity concepts for improvement.

2.23 Requirements

Necessary or compulsory conditions that are stated or implied are defined as requirements.

2.24 Research

Research refers to collecting and analyzing data and information on productivity-related topics.

2.25 Training

Transferring knowledge and skills on productivity to client organizations is defined as training and includes giving presentations, conducting workshops or other sessions, and facilitating individual or group exercises.

3. Productivity Specialists

3.1 General

This section defines the requirements for the certification of productivity specialists.

3.2 Job Responsibilities

In general, the job responsibilities of productivity specialists may include but are not limited to the following:

- a) Defining the scope of project assignments and details of productivity problems of client organizations.
- b) Performing diagnosis of client organizations, identifying productivity problems, recommending appropriate productivity solutions, and then assisting in planning, executing, and sustaining recommended productivity solutions.
- c) Conducting research on productivity concepts and measurement or improvement techniques, developing improvement methodologies, and publishing articles related to productivity.
- d) Developing promotional and training programs and materials, giving presentations, and conducting training sessions to disseminate productivity knowledge and skills among client organizations to increase capabilities and transfer skills.
- e) Providing effective, efficient, sustainable productivity solutions founded on basic, universally accepted principles.
- f) Undertaking continuous learning and professional development to ensure contextual awareness, acquire knowledge of the latest productivity techniques and technologies, and sharpen skills to better serve clients.

- g) Facilitating sustainable productivity solutions implemented ethically and fairly while achieving the intended outcomes.

3.3 Levels of Certification

There are three levels of certification under the APO Productivity Specialists Certification Scheme:

1) APO Certified Productivity Specialist

Accredited CBs are authorized to certify productivity specialists who meet the requirements outlined in Section 5.1.1.

2) APO Certified Senior Productivity Specialist

Accredited CBs are authorized to certify productivity specialists who meet the requirements outlined in Section 5.1.2.

3) APO Certified Master Productivity Specialist

Accredited CBs are authorized to certify productivity specialists who meet the requirements outlined in Section 5.1.3.

4. Framework for Productivity Improvement

4.1 General

The framework for productivity improvement shown in Figure 1 will serve as the process for implementation of productivity improvement projects.



Figure 1. Framework for productivity improvement.

4.2 Planning

Phase 1 of the framework involves the following:

a) Define Assignment

Conduct a preliminary assessment of the situation, determine the primary productivity problem that needs to be addressed, and then set objectives and targets for the assignment.

b) Diagnosis

Collect relevant data, analyze with hypotheses, review the operations affected, and draw conclusions on the details of the productivity problem.

c) Recommend

Develop and recommend an appropriate productivity solution including an implementation plan to achieve the expected deliverables and outcomes.

4.3 Executing

Phase 2 of the framework involves the following:

a) Train

Develop a training course and conduct appropriate training for different levels in the client organization.

b) Launch

Facilitate the development of a launch program and initiate the planned activities.

c) Implement

Execute the planned actions, which may include pilot implementation before embarking on full-scale implementation.

4.4 Sustaining

Phase 3 of the framework involves the following:

1) Monitor

Develop objective productivity metrics, set up a monitoring system, and ensure that monitoring is undertaken.

2) Review

Conduct periodic reviews and verify the achievement of deliverables and outcomes of the assignment.

3) Follow up

Develop an action plan to address the issues identified based on the outcome of the review. Advise the client on continuous productivity improvement activities.

5. Competency

5.1 Prerequisites and Competency Requirements

5.1.1 APO Certified Productivity Specialists

The prerequisites for certified productivity specialists are given in Table 1.

Table 1. Prerequisites for and competencies of certified productivity specialists.

Item No.	Area	Prerequisite
5.1.1.1	Academic qualifications	University degree or diploma with at least 5 years of work experience or equivalent
5.1.1.2	Productivity training	<ol style="list-style-type: none"> 1) Completed one of the comprehensive productivity training programs listed below: <ol style="list-style-type: none"> a) APO Multicountry Training Course on Development of Productivity Practitioners (Basic) OR b) APO Multicountry Training Course on Development of Productivity Practitioners (Advanced) OR c) APO Multicountry Training Course on Certified Productivity Specialists OR d) Aggregation of short training programs covering at least 8 productivity solutions as outlined in Table 4 OR e) Equivalent national or international face-to-face AND/OR e-learning training course 2) Passed the assessment conducted by the CB
5.1.1.3	Work experience	<ol style="list-style-type: none"> 1) 2 years of work experience with implementation of a minimum of 2 projects in the field of productivity improvement and 2) Minimum of 200 work hours on consultancy, training, promotion, and/or research in the last 12 months (comprising advisory work, data collection, analysis, making recommendations, report writing, training design, and training on productivity solutions that are part of the framework for productivity improvement)
5.1.1.4	Client testimonials	Submit at least 2 positive testimonials from clients on productivity projects undertaken in the last 24 months

Item No.	Area	Competency
5.1.1.5	Productivity domain expertise	1) Knowledge of and work experience in data collection and productivity diagnosis techniques listed in item 1 of Table 4 2) Knowledge and understanding of at least 8 productivity solutions listed in items 2 and 3 of Table 4 3) Knowledge and applications of at least 1 basic or focused productivity improvement solution outlined in Table 4 (refer to the recommended criteria to evaluate knowledge and experience in providing productivity solutions in Annex A)
5.1.1.6	Process skills	Possess the skills outlined in Table 5
5.1.1.7	People skills	Possess the skills outlined in Table 6

5.1.2 APO Certified Senior Productivity Specialists

The prerequisites for certified senior productivity specialists are shown in Table 2.

Table 2. Prerequisites for and competencies of certified senior productivity specialists.

Item No.	Area	Prerequisite
5.1.2.1	Academic qualifications	University degree or diploma with at least 8 years of work experience or equivalent
5.1.2.2	Productivity training	1) Completed one of the comprehensive productivity training programs listed below: a) APO Multicountry Training Course on Development of Productivity Practitioners (Basic) OR b) APO Multicountry Training Course on Development of Productivity Practitioners (Advanced) OR c) APO Multicountry Training Course on Certified Productivity Specialists OR d) Aggregation of short training programs covering at least 15 productivity solutions as outlined in Table 4 OR

		<p>e) Equivalent national or international face-to-face and/or e-learning training course</p> <p>2) Passed the assessment conducted by the CB</p>
5.1.2.3	Work experience	<p>1) 8 years of work experience with implementation of at least 8 projects in the field of productivity improvement and</p> <p>2) Minimum of 2,000 work hours on consultancy, training, promotion, and/or research in the past few years (comprising advisory work, data collection, analysis, making recommendations, report writing, training design, and training on productivity solutions that are part of the framework for productivity improvement), with at least 500 hours in the last 12 months</p>
5.1.2.4	Client testimonials	Submit at least 3 positive testimonials from clients on productivity projects undertaken in the last 24 months
Item No.	Area	Competency
5.1.2.5	Productivity domain expertise	<p>1) Knowledge and work experience in data collection and productivity diagnosis techniques listed in item 1 of Table 4</p> <p>2) Knowledge and understanding of at least 15 productivity solutions listed in items 2 and 3 of Table 4</p> <p>3) Knowledge and applications of at least 3 basic or focused productivity improvement solutions outlined in Table 4 (refer to the recommended criteria to evaluate knowledge and experience in providing productivity solutions in Annex A)</p>
5.1.2.6	Process skills	Possess the skills outlined in Table 5
5.1.2.7	People skills	Possess the skills outlined in Table 6

5.1.3 APO Certified Master Productivity Specialists

The prerequisites for certified master productivity specialist are outlined in Table 3.

Table 3. Prerequisites for and experience of certified master productivity specialists.

Item No.	Area	Prerequisite/experience
5.1.3.1	Professional qualifications	APO certified senior productivity specialist or equivalent recognized productivity-related professional certification
5.1.3.2	Work experience	a) Active, continuous practice as a productivity specialist at the time of application b) A minimum of 14 years of work experience as a productivity specialist and c) Minimum of 4,000 work hours on consultancy, training, promotion, and/or research in the past few years (comprising advisory work, data collection, analysis, making recommendations, report writing, training design, and training in productivity solutions that are part of the framework for productivity improvement), with at least 1,000 hours performed in assignment leadership roles
5.1.3.3	International assignments	At least 5 international assignments (consultancy, training, promotion, and/or research) done overseas or in-country
5.1.3.4	Client testimonials	Submit at least 5 positive testimonials from clients on productivity projects undertaken in the last 24 months

5.2 Productivity Domain Expertise

The productivity domain expertise of a certified person may include but not be limited to the items listed in Table 4.

Table 4. Productivity domain expertise.

Item No.	Area	Domain knowledge and experience
5.2.1	Productivity diagnosis	Data collection, financial analysis, assessment methodologies (e.g., organizational climate surveys, productivity measurement, business excellence assessment, workplace situational appraisal, etc.), process failure mode and effect analysis, etc.
5.2.2	Basic productivity improvement solutions	5S, quality circles, employee suggestion schemes, 7 wastes, kaizen, industrial engineering techniques, labor–management cooperation, key performance indicator management, operational research techniques, value stream mapping, etc.
5.2.3	Focused productivity improvement solutions	Balanced scorecard, benchmarking, blue ocean strategies, business excellence, business process reengineering, change management, customer relationship and satisfaction management, customer satisfaction, digital transformation, ergonomic interventions, foresight, GMP, GRP, HACCP, human resources management, innovation, knowledge management, lean management, manpower audit, marketing management, organizational development, performance management, productivity gainsharing, resource efficiency, Six Sigma, stakeholder analysis, strategic management, structured on-the-job training, total productive maintenance, total quality management, value/supply chain management, various ISO standards or integrated management systems, work–life balance, etc.

5.3 Process Skills

Process skills include mastery of the applicable aspects of the execution process, as shown in Table 5.

Table 5. Process skills.

Item No.	Process skill	Demonstration of process skill
5.3.1	Consultancy	Undertake all steps in the planning, execution, and sustaining phases of the framework for productivity improvement and provide advisory assistance for productivity improvement
5.3.2	Training	Design and customize courses that meet clients' expectations and undertake all steps for executing and evaluating training during implementation of productivity improvement solutions
5.3.3	Research	Undertake steps to clarify focus; scan information; plan, collect, and analyze data; report results; and share outcomes of the assignment
5.3.4	Promotion	Identify target groups, create productivity content, and distribute and review solution content

5.4 People Skills

People skills include those essential for effective interaction with various stakeholders involved in the assignment, as shown in Table 6.

Table 6. People skills.

Item No.	People skill	Demonstration of people skill
5.4.1	Client relationship	Deploy techniques to establish trust and offer a good client experience
5.4.2	Stakeholder management	Work effectively with stakeholders to execute the steps in the framework for productivity improvement and achieve the expected outcomes of assignments
5.4.3	Communication	Deploy techniques to establish effective communication with clients

5.4.4	Team management	Build and lead a high-performing team to achieve the objectives of assignments
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6. Code of Professional Conduct

Certified persons must always follow the Code of Professional Conduct in relation to clients, the public, and the profession for improving productivity. The Code of Professional Conduct under this scheme is outlined in Table 7.

Table 7. Code of Professional Conduct.

Item No.	Conduct	Demonstration of conduct
6.1	Respect for the profession	Act to reflect the honor of and enhance public regard for the profession of productivity specialist
6.2	Public confidence	Always act in a manner that fosters confidence in the profession of productivity specialist
6.3	Responsibility	Represent the interests of the APO, NPOs, and the wider productivity specialist/practitioner community and other relevant parties
6.4	Legality	Advise on and comply with applicable laws and regulations relevant to assignments
6.5	Professionalism	Deliver the intended results and outcomes in a timely, cost-effective manner
6.6	Truthfulness	Disclose details of any conflicts of interest to relevant parties if the outcomes of assignments may be affected
6.7	Objectivity	Maintain an independent, impartial position in decision making on matters that affect clients' needs
6.8	Integrity	Respect the rights of other professionals in the field by not disclosing proprietary information or methodologies without prior consent
6.9	Confidentiality	Protect all stakeholders' information, including all copyrighted materials, and prevent unauthorized access to information
6.10	Efficiency	Optimize all resources to achieve the intended outcomes and complete assignments

6.11	Sustainability	Recommend productivity solutions that are compatible with the United Nations Sustainable Development Goals
6.12	Resourcefulness	Mobilize relevant productivity improvement solutions and resources to ensure the success of assignments
6.13	Proficiency	Exhibit the competence required to perform assignments for clients and, if necessary, complement this with advice and assistance from other parties
6.14	Agility	Demonstrate the ability to respond to changing needs or expectations of clients and stakeholders
6.15	Commitment to continual improvement	Adhere to the principles of productivity improvement by evaluating the impacts of technical interventions and providing innovative productivity solutions

7. Certification Process

7.1 General

Productivity specialists who meet the prerequisites and competency requirements may apply to a CB for certification under the scheme. The details of certification and recertification are outlined in Table 8.

Table 8. Certification and recertification under the APO scheme.

Item No.	Area	Duration and requirements
7.1.1	Certification	<ol style="list-style-type: none"> 1) Productivity specialists who meet the criteria outlined in section 5 will be certified at the appropriate level of the scheme for a period of 3 years 2) During the period of certification, certified persons must comply with the Code of Professional Conduct outlined in Section 6 or equivalent code of conduct set by a CB
7.1.2	Recertification	<ol style="list-style-type: none"> 1) Recertification should be applied for at least 3 months before expiration of the certification and will be valid for 3 years. Applications after the expiration of the certification are at the discretion of CBs

		2) During the period of certification, certified persons must comply with the Code of Professional Conduct outlined in Section 6 or equivalent code of conduct set by a CB
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7.2 Certification Process

The details in Table 9 show the generic process recommended for certified persons.

Table 9. Generic certification process.

Item No.	Process step	Activity
7.2.1	Training	<ol style="list-style-type: none"> 1) Applicants attend the relevant productivity training programs (outlined in item 5 of Table 1, item 5 of Table 2) within the 3-year period immediately prior to the application date 2) Training attended more than 3 years before the application date may be considered if evidence of recent work experience and engagement in productivity assignments is presented
7.2.2	Written examination	Pass the written examination (applicants who fail may take the written examination again). See Annex C for guidelines on conducting written examinations
7.2.3	Submission of application	Applicants complete the CB-prescribed application form and submit it with supporting documentation and fees (if any)
7.2.4	Information verification	The CB verifies the information in the application to ensure that all criteria are met and to confirm the authenticity of supporting documents
7.2.5	Face-to-face panel interview	<ol style="list-style-type: none"> 1) The CB conducts a face-to-face panel interview to assess the competency of the applicant 2) Successful applicants are recommended for certification by 2 or more competent persons appointed by the CB

Item No.	Process step	Activity
7.2.6	Approval of certification	The recommendation for certification of an applicant is approved by a designated authority of the CB
7.2.7	Commencement of certification	<ol style="list-style-type: none"> 1) The applicant signs a document stating that he/she will comply with the rules of the CB and the Code of Professional Conduct before receiving a coded, traceable certificate 2) Certified persons are entitled to use the certification logos with respect to their level of certification as outlined in Annex D 3) Certified persons record the required continuous professional development hours and submit the record for recertification at the end of the 3-year period

Note: The certification process may differ, and CBs may adapt the above process to suit local requirements.

7.3 Recertification Process

Before the end of the three-year certification period, certified persons must submit all information required for recertification. The details in Table 10 indicate the generic requirements for recertification.

Table 10. Recertification requirements.

Item No.	Area	Requirement for recertification
7.3.1	Continuous professional development (CPD)	<ol style="list-style-type: none"> 1) Certified persons undergo a minimum of 90 hours of CPD in the preceding 3 years 2) Activities recognized as CPD include but are not limited to: <ol style="list-style-type: none"> a) Attending courses, conferences, seminars, and workshops b) Participating in technical discussion meetings or similar events c) Making technical presentations in classes, symposiums, or similar events d) Teaching unrepeated structured courses

		e) Publishing books or professional articles f) Undertaking other related activities recognized by the relevant CBs
7.3.2	Client testimonials	Submit at least 2 positive testimonials from clients on productivity projects undertaken in the last 3 years

7.4 Suspension and Withdrawal

Upon receiving a complaint or feedback on the performance of certified person, it will be independently investigated, and a fair resolution determined by the CB. If a certified person is found to have infringed on any laws and regulations or not to have complied with the Code of Professional Conduct under this scheme, actions including warnings, suspensions, and withdrawals of certification may be taken. The recommended disciplinary actions for such infringements or noncompliance are shown in Annex B.

7.5 Feedback on Certification Bodies

Feedback from relevant interested parties on CBs should be directed to the Chair of the APO-AB.

Annex A. Recommended Criteria to Evaluate Knowledge and Experience in Providing Productivity Solutions

Item No.	Area	Knowledge and experience
A-1	Knowledge and skills acquired through consultancy, training, promotion, and/or research	<ol style="list-style-type: none"> 1) List of courses on productivity solutions attended with dates 2) Outline of consultancy, training, promotion, and/or research assignments with dates 3) Number of years providing services in productivity improvement assignments
A-2	Understanding of productivity solutions	<ol style="list-style-type: none"> 1) Concept, purpose, principles, and applications 2) Metrics used to measure achievements
A-3	Application of productivity solutions in the workplace	<ol style="list-style-type: none"> 1) Identify specific productivity solutions used 2) Process of executing solutions in the workplace 3) Roles and responsibilities of individuals 4) Challenges faced and success factors
A-4	Launching and implementation at organizational level	<ol style="list-style-type: none"> 1) Roadmap for launching and implementation at organizational level 2) Roles and responsibilities of individuals 3) Challenges faced and success factors
A-5	Sustaining at organizational level	<ol style="list-style-type: none"> 1) Monitoring and review process 2) Roles and responsibilities of individuals 3) Challenges faced and success factors 4) Deliverables and outcomes achieved

Annex B. Infringements/Noncompliance and Recommended Disciplinary Actions

Item No.	Severity	Type of infringement/noncompliance	Recommended disciplinary action
B-1	Minor	<ol style="list-style-type: none"> 1) Poor quality of service or failure to complete an assignment for no acceptable reason 2) Failure to demonstrate impartiality and independence during an assignment 3) Accidental breaching of client confidentiality, trade secrets, or an individual's privacy 4) Misuse of the APO Certification Scheme or materials related to it 5) Other infringements of/noncompliance with the Code of Professional Conduct 	<ol style="list-style-type: none"> a) The certified person is allowed to provide feedback on the issue b) A written warning is issued if the certified person is found to have infringed/not complied with the Code of Professional Conduct
B-2	Moderate	<ol style="list-style-type: none"> 1) Repeated infringement(s) of minor severity 2) Misrepresentation by allowing the use of certification by others to secure assignments 3) Infringement of copyright and use of intellectual property of others without consent 	<ol style="list-style-type: none"> a) Counseling interview with a Disciplinary Panel that may reduce a sanction to a warning b) Suspension* of certification for up to 12 months and delisting from the public list of certified persons, in which case certification will be reinstated at the end of the disciplinary action and all certification or recertification rules will apply

B-3	Major	<ol style="list-style-type: none"> 1) Fraudulent practices with full intention to defraud for the purpose of securing an assignment or for monetary gain 2) Breaching a client's confidential information for own commercial gain 3) Falsifying information or documents when applying for certification, client assignments, and government schemes 4) Infringement of laws and government regulations 5) Performing actions that negatively affect the image of the APO, APO-AB, NPOs, CBs, and the productivity specialist community 	<ol style="list-style-type: none"> a) Immediate withdrawal* of certification and delisting from the public list of certified persons b) Those whose certification is withdrawn will be barred from reapplying for up to 36 months
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*The APO-AB must be informed no later than 30 days after disciplinary action related to suspension and withdrawal of certification is taken. The notification must include details of the offence and the disciplinary action taken.

Annex C. Generic Guide for Conducting Written Examinations

Area	Item No.	Requirement
Duration	C-1	2.5 hours
Total points	C-2	100 points
Minimum passing mark	C-3	70 points
Type of question	C-4	Section A: Multiple-choice questions (total 70 points)
	C-5	Section B: Short essay questions (total 30 points)
Topics for multiple-choice questions	C-6	Productivity diagnosis
	C-7	Productivity solution areas (as prescribed by the CB)
	C-8	People skills 1) Client relationships 2) Stakeholder management 3) Communication 4) Team management
	C-9	Code of Professional Conduct
	C-10	Relevant process skills 1) Consultancy 2) Training 3) Research 4) Promotion
Topics for short essay questions	C-11	Productivity diagnosis
	C-12	Code of Professional Conduct
	C-13	Productivity solution areas
	C-14	People skills
	C-15	Process skills

Note: Negative marking is not allowed, and passing marks are based on the total points for Sections A and B. Written assessment examinations can be conducted in a language selected by the CB.

Annex D. Certification Logos

Certified persons are entitled to use the APO Certification of Persons logos specific to their level of certification. The APO Certification of Persons logos feature the APO-AB symbol that shows the common APO element of a gear and grains on a stalk with a check mark at the center. Part of the check mark is a combination of dots, indicating the focus on the digital economy. The surrounding slashed circle represents the solid foundation of APO certified persons in term of continuous improvement, future orientation, digitization, and the plan-do-check-act cycle, while encompassing the domain expertise, process skills, and competency that APO certified persons must demonstrate. The usage of the logo is subject to the terms and conditions stipulated by CBs and the APO-AB.

As shown in the table below, the series of Certified Productivity Specialist logos features a gradual transition of the typography, i.e., a transition of font types and sizes. This gradual transition also reflects the transformation and evolution of productivity specialists.

The logos indicate that the Certification of Productivity Specialists is one of the schemes developed under the APO Accreditation Program.

Level of Certification	Logo
Productivity Specialist	 <p data-bbox="989 1108 1292 1243">APO CERTIFIED PRODUCTIVITY SPECIALIST</p>
Senior Productivity Specialist	 <p data-bbox="989 1400 1292 1489">APO CERTIFIED PRODUCTIVITY SPECIALIST</p> <hr data-bbox="989 1489 1292 1500"/> <p data-bbox="989 1512 1292 1579">SENIOR</p>
Master Productivity Specialist	 <p data-bbox="989 1697 1292 1787">APO CERTIFIED PRODUCTIVITY SPECIALIST</p> <hr data-bbox="989 1787 1292 1798"/> <p data-bbox="989 1809 1292 1877">MASTER</p>

Annex E. Document Issue and Development of the Scheme

This Certification Scheme was approved by the APO-AB on 20 September 2019.

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