INTRODUCTION

Productivity Certification Body of Pakistan (PCBP)

Contents of Course

- Introduction / Background of PCBP

- Scope of Productivity Specialist Certification

- Introduction to APO-PS 101

- Requirements for Productivity Specialist

- Levels of Certification

- Pre-requisites

- Competency Requirements

- Code of Professional Conduct

The PCBP initiative

Demand Supply Gap:

Demand of the industry in the context of low productivity

Non availability of Certified Productivity Specialists

NPO Pakistan's Image building:

NPO Pakistan's visibility and authority as a leading productivity organization

NPO brand awareness, cultivate and expand a community of experts,

Strengthen NPO Pakistan's objective in the area of productivity.

APO Japan's Facilitation and Support:

APO deputed experts Mr. Nik Rosdi (late) from Malaysia and Mr. Kelvin Chan from Singapore for the assistance of NPO Pakistan to complete the documentation, procedures, processes and other related requirements of the standard to act as CB under APO-AB.

Pakistan's Productivity Scenario

PRODUCTIVITY CHALLENGES

- GCI   110/141
- Technology Readiness   98 /134
- Labor Market Efficiency   120/141

- Labor Productivity
  (Per Worker/Annum, US $)
  - Pakistan   15,530
  - Singapore   153,124
  - South Korea   73,900
  - India   20,127
  - Malaysia   56,940

NPO'S STRATEGIC INITIATIVES

APO's accreditation of **Pakistan's Certification Body (CB)** for producing certified productivity specialists in Pakistan.
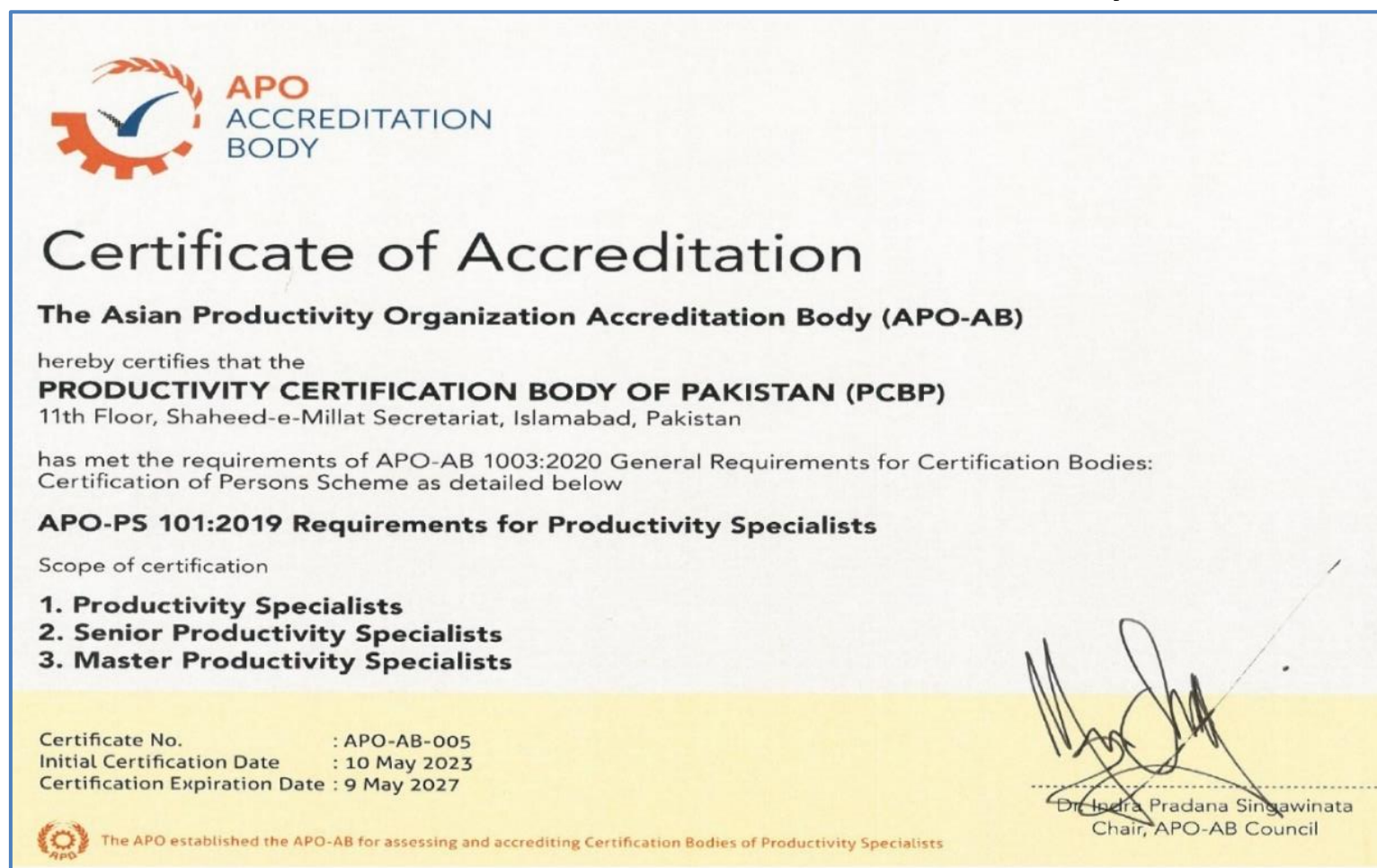
Launching 1st productivity movement at national level for Improving Competitiveness through Sustainable National Productivity

National Productivity Master Plan for doubling up the National Productivity of Pakistan

ACCREDITATION OF PAKISTAN CB ANNOUNCED
AT 65TH GBM IN ULAANBAATAR, Mongolia
May 2023

Scope of the Productivity Specialist Certification

REQUIREMENTS FOR PRODUCTIVITY SPECIALISTS
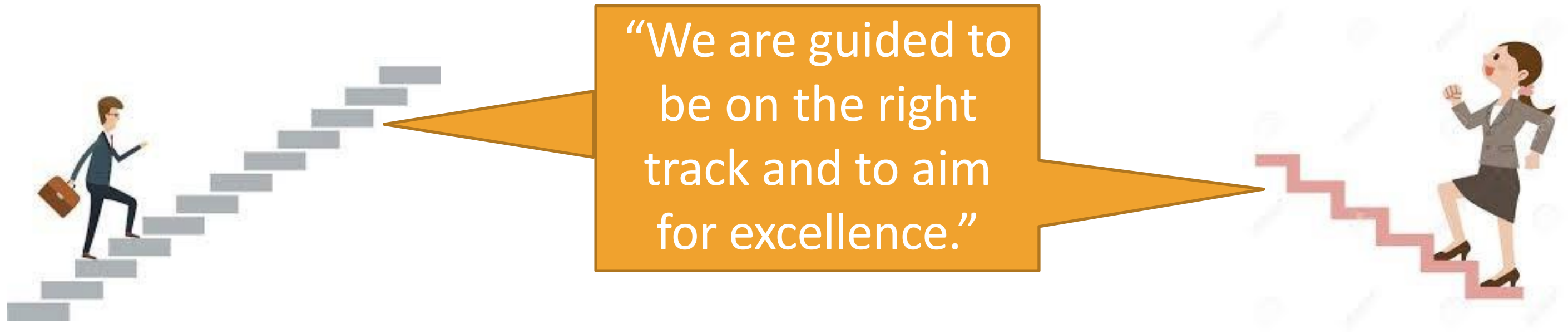
APO-PS 101:2019

Issue 1, 2019

The APO Productivity Specialists Certification Scheme

It aims to build up a region-wide pool of productivity specialists.

Value of the Certification Scheme

It 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.

"We are guided to be on the right track and to aim for excellence."

Value of the Certification Scheme

It recognizes the competency of a Productivity Specialist in providing productivity solutions as validated and confirmed by an APO-accredited Certification Body (CB).

Competency

It is the ability to apply knowledge and skills in productivity improvement assignments (productivity solutions at work) to perform the agreed-upon services and achieve the intended results.

Productivity Solutions

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

Productivity Specialists are aligned with the framework in implementing productivity solutions.

Figure 1. Framework for productivity improvement.

Certified Productivity Specialist

He/she is someone certified according to the requirements of the APO Certification of Persons Scheme (APO-CoP).

He/she becomes a Certified Productivity Specialist, Certified Senior Productivity Specialist or Certified Master Productivity Specialist.

Levels of Certification

Certified Productivity Specialist

- APO Certified Productivity Specialist
- APO Certified Senior Productivity Specialist
- APO Certified Master Productivity Specialist

The Competency Requirements of a Productivity Specialist

Competency Requirements of Productivity Specialists: Productivity Domain Expertise, Process Skills, People Skills, and Code of Professional Conduct

The Productivity Specialist's role is purpose driven...

Why does a Productivity Specialist matter in organizations across all sectors?

A Productivity Specialist's mindset is to translate challenges into continuous improvement efforts.
He/she believes that there is no other WAY...but Up...

Challenges in the organization/s

That is WHY, a **Productivity Specialist** needs to develop competencies that will translate his/her purpose driven role into concrete actions in productivity improvement.

Let's have a throwback...

Understanding the Productivity Specialist over the years…

Meet the 1st batch of

graduates of the then one month long-course, APO Training on the Development of Productivity Specialists

September-October 1996

Development Academy of the Philippines
Tagaytay City

Learning & Competency Development of the Productivity Specialist

2015-2018 Development of Productivity Practitioners (Basic and Advanced)

- **PETALS**
Productivity Education & Training Accredited Learning Systems

2006-2014 DPP Basic in the Philippines, Advanced Course in Malaysia

2019 Launching of the APO Certified Productivity Specialists Scheme

2015 Emergence of the Productivity Practitioners

- APO launched the 1st Self-paced online course on Basic & Advanced Productivity Tools & Techniques

1996-2005 Development of Productivity Specialists (DPS)

(Philippines)

2021 – Accreditation of NPOs (Malaysia and Vietnam) by the APO-CB (Certification Body)

Asian Productivity Organization

About   Courses   Publications   Verification

Home / Courses / Tools and Techniques for Productivity / Productivity Tools and Techniques (Basic)_17-IN-06-GE-DLN-A-02 / Enrolment options

Productivity Tools and Techniques (Basic)

Enroll Now

Productivity matters because it can drive growth in the quantity and value of national output. This can lead to improved economic growth and sustain the competitiveness of countries in the global market. Recognizing the importance of this, the pursuit of higher productivity has become the main development agenda item of most countries. This requires a pool of pr...

⏱ **Expected time of completion**   ▦ **Categories**

20 hours   Tools and Techniques for Productivity

Who and what is a 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 assignment

NEED FOR PRODUCTIVITY SPECIALISTS

WHAT DO PRODUCTIVITY SPECIALISTS DO?

1. Propose an innovative management consultancy service.
2. Help in producing better products and services.
3. Reduce operational expenses of the company.
4. Oversee all-around implementation of each facet of organization.
5. Aim for the development of more appropriately-skilled manpower.

BENEFITS OF PRODUCTIVITY SPECIALISTS

1. Bring measurable, substantial benefits to the organization.
2. Improve bottom-line profitability, quality and service levels.
3. Propose systems that can boost the managerial capability of the organization.
4. Provide solutions for safe and conducive working conditions.

- One of the sources that trigger **innovation is productivity**.

- **At the end of every innovation**, the result is **implemented in the business**, and then it drives **productivity**.

- In order to maintain or drive innovation, it is necessary to **continuously measure productivity** and **compare the results with other companies in the industry**.

A Certified Productivity Specialist can be viewed holistically.

What a CPS knows

What a CPS believes in or values

What a CPS can do

What a CPS is responsible for

To whom a CPS Is responsible for
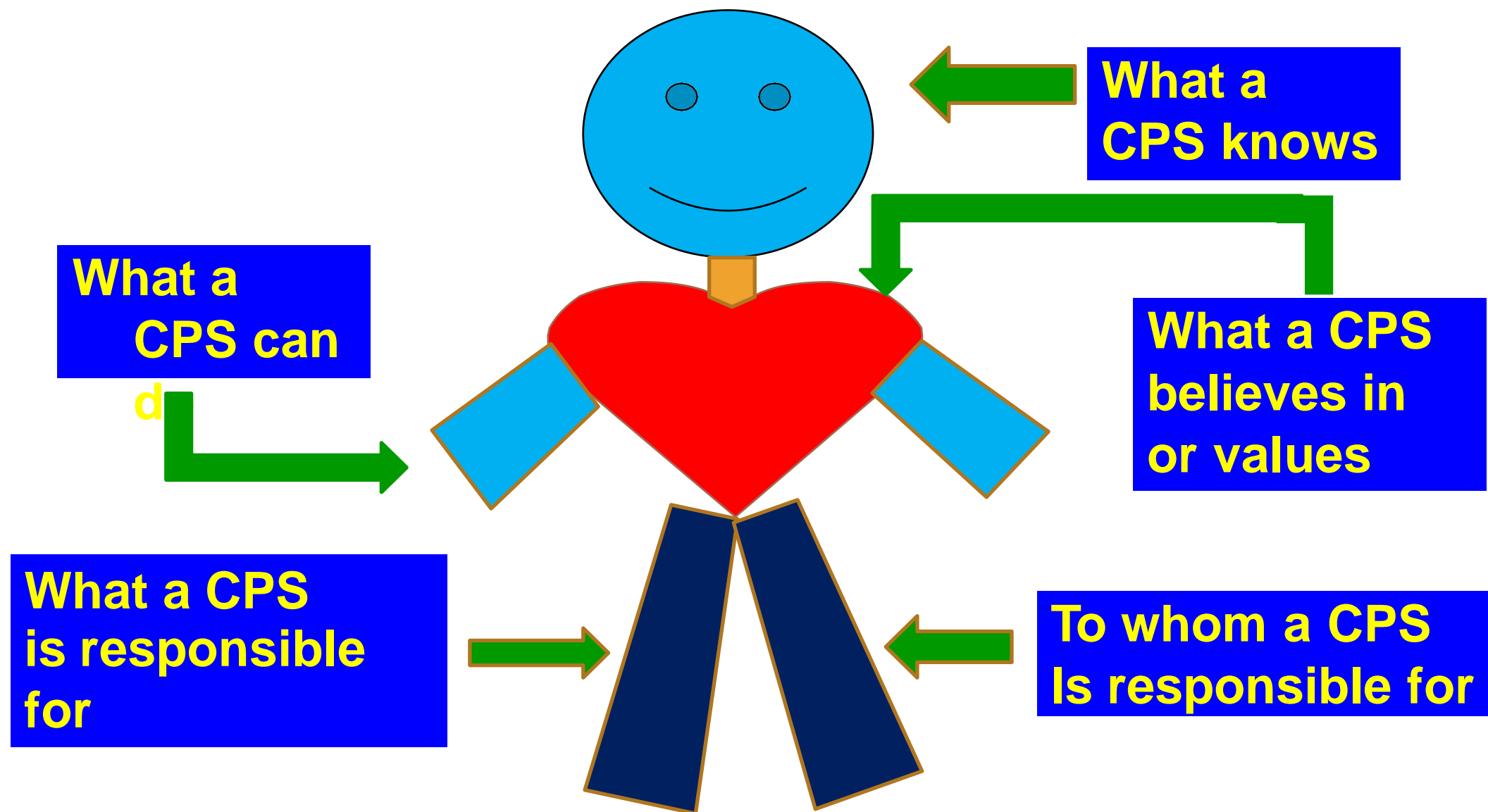
Introduction of APO 101
Requirements of Productivity Specialist
and Certification Process

Definitions (1)

Consultancy (cl. 2.11)
Consultancy involves providing independent, expert advice on productivity improvement to client organizations.

Promotion (cl. 2.22)
Promotion involves advocating and encouraging people and organizations to adopt and practice productivity concepts for improvement.

Research (cl. 2.24)
Research refers to collecting and analyzing data and information on productivity-related topics.

Training (cl. 2.25)

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.

Job Responsibilities (cl. 3.2)

- Defining the scope of project assignments and details of **productivity problems** of client organizations.

- **Performing diagnosis of client organizations**, identifying productivity problems, recommending appropriate productivity solutions, and then assisting in planning, executing, and sustaining recommended productivity solutions.

- **Conducting research** on productivity concepts and measurement or improvement techniques, developing improvement methodologies, and publishing articles related to productivity.

- **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.

- **Providing effective, efficient, sustainable productivity solutions** founded on basic, universally accepted principles.

- **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.

Process Skills (cl. 5.3)

Process skill	Demonstration of process skill
Consultancy	Undertake all steps in the planning, executing, and sustaining phases of the framework for productivity improvement and provide advisory assistance for productivity improvement
Training	Design and customize courses that meet clients' expectations, undertake all steps for executing and evaluating training during implementation of productivity improvement solutions
Research	Undertake the steps to clarify focus, scan information, plan, collect and analyze data, report results, and share outcomes of the assignment
Promotion	Identify target groups, create productivity content, distribute and review solution content

Consultancy Process

Training Process

Promotion Process

General (cl. 7.1)

Area	Duration and requirements
Certification	Productivity specialists who meet the criteria outlined in section 5 shall be certified under the APO Certified Productivity Specialist Scheme for a period of 3 years During the period of certification, productivity specialists must comply with the Code of Professional Conduct outlined in Section 6 or equivalent code of conduct set by a CB
Recertification	Recertification shall be applied for 3 years from the date of original certification or previous recertification 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

Certification Process (cl. 7.2)

Process step	Activity
Training and course exam	Applicants attend the relevant productivity training programs (outlined in Section 5) within the three-year period immediately prior to application Training completed before the three-year period required for the application may be considered if evidence of recent work experience and engagement in productivity assignments is presented Pass the assessment exam (applicants who fail may take the assessment exam again)
Submission of application	Applicants shall complete the CB-prescribed application form and submit it with supporting documentation and fees (if any)
Desktop assessment	The CB shall conduct a desktop assessment of the application to ensure that all criteria are met and verify the authenticity of supporting documents

Certification Process (cl. 7.2)

Process step	Activity
Face-to-face panel interview	The CB shall conduct a face-to-face panel interview to assess the competency of the applicant Successful applicants shall be recommended for certification by 2 or more competent persons appointed by the CB
Approval of certification	The recommendation for certification of an applicant shall be approved by a designated authority of the CB
Commencement of certification	The applicant shall sign 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 Certified persons shall record the required continuous professional development hours and submit the record for recertification at the end of the 3-year period

Recertification Process (cl. 7.3)

Area	Duration and requirements
Continuous professional development (CPD)	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: 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
Client testimonials	Submit at least 2 positive testimonials from clients on productivity projects undertaken in the last 3 years

Typical Certification Process

P1. Applicant attends relevant Productivity Training Course(s) to meet the requirements of the respective tier of Certification.

↓

P2. Applicant sit for the CPS Exam

↓

Pass Exam — No → (back to P2) / Yes ↓

P2. Review to ensure all certification requirements are met

---

1. Applicant submits Application Form Acknowledgment By CB

↓

2. Checking for completeness of documents, all requirements are met, and authenticity of documents

↓

3. Face-to-Face Panel Interview

↓

Meet Requirements — No → **3a.** Re-submit necessary requirements within 6 months. / Yes ↓

3a. Re-submit necessary requirements within 6 months.

↓

3b. Face-to-Face Panel Interview (if required)

↓

3c. To re-apply after 6 months.

4. Assessment Panel to recommend Applicant for Certification

↓

6. Designated Authority shall endorse CPS Applicant

↓

7. CB to register the CPS and issue certificate (valid for a period of 3 years)
CPS undertake to sign the Conditions of Certification

↓

8. Name of CPS to be published on website On-going Monitoring of CPS

Typical Re-Certification Process

WAY FORWARD

Desk Assessment → **ASSESSOR** Face to Face Assessment → **Certification Technical Working Panel** → **HOC & CHAIRMAN BOARD OF CERTIFICATION COUNCIL**

ASSESSMENT REPORT FORM (VERIFICATION CHECKLIST/ ASSESSMENT REPORT)

DOCUMENTATIONS + COMPETENCY CRITERIA
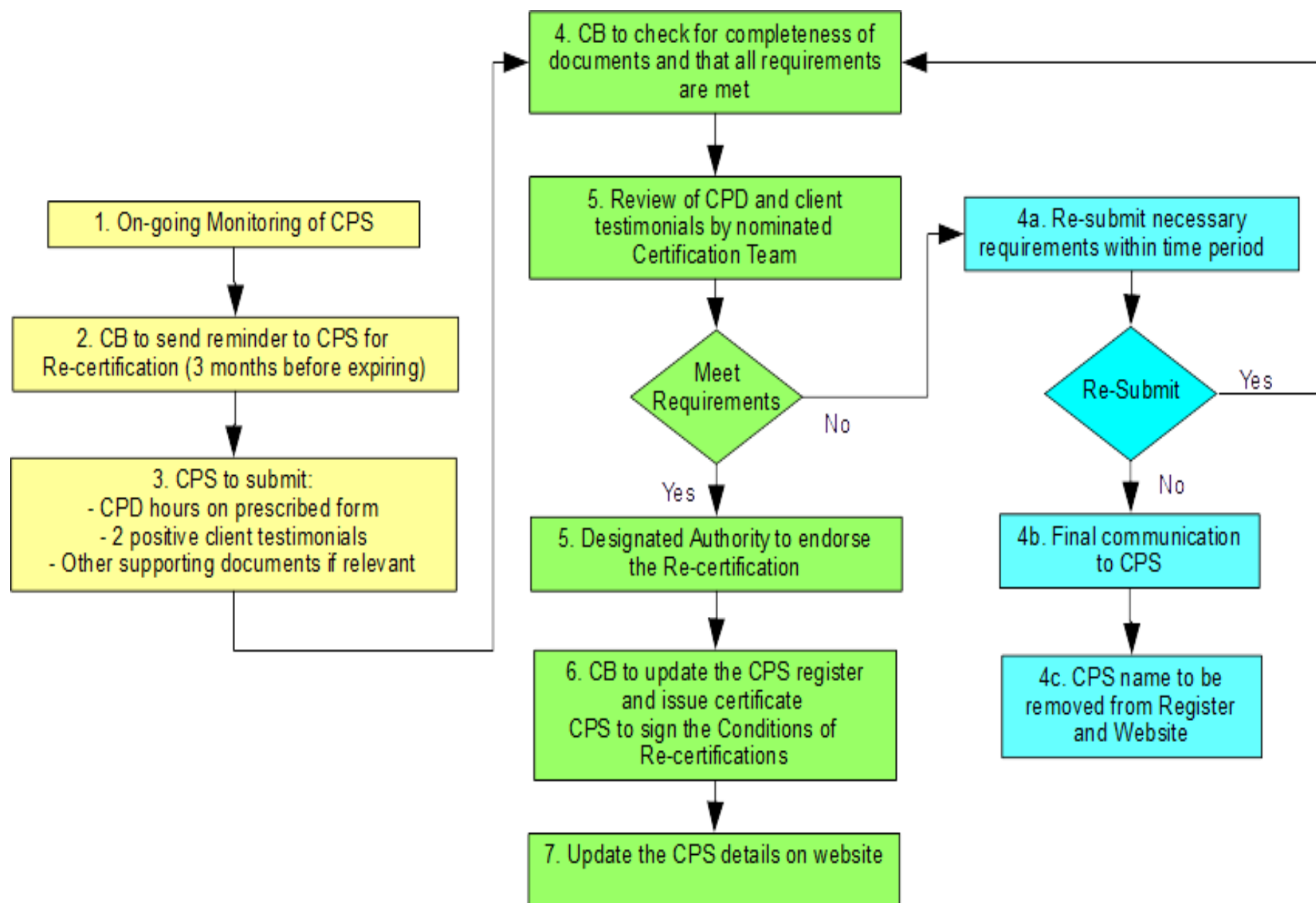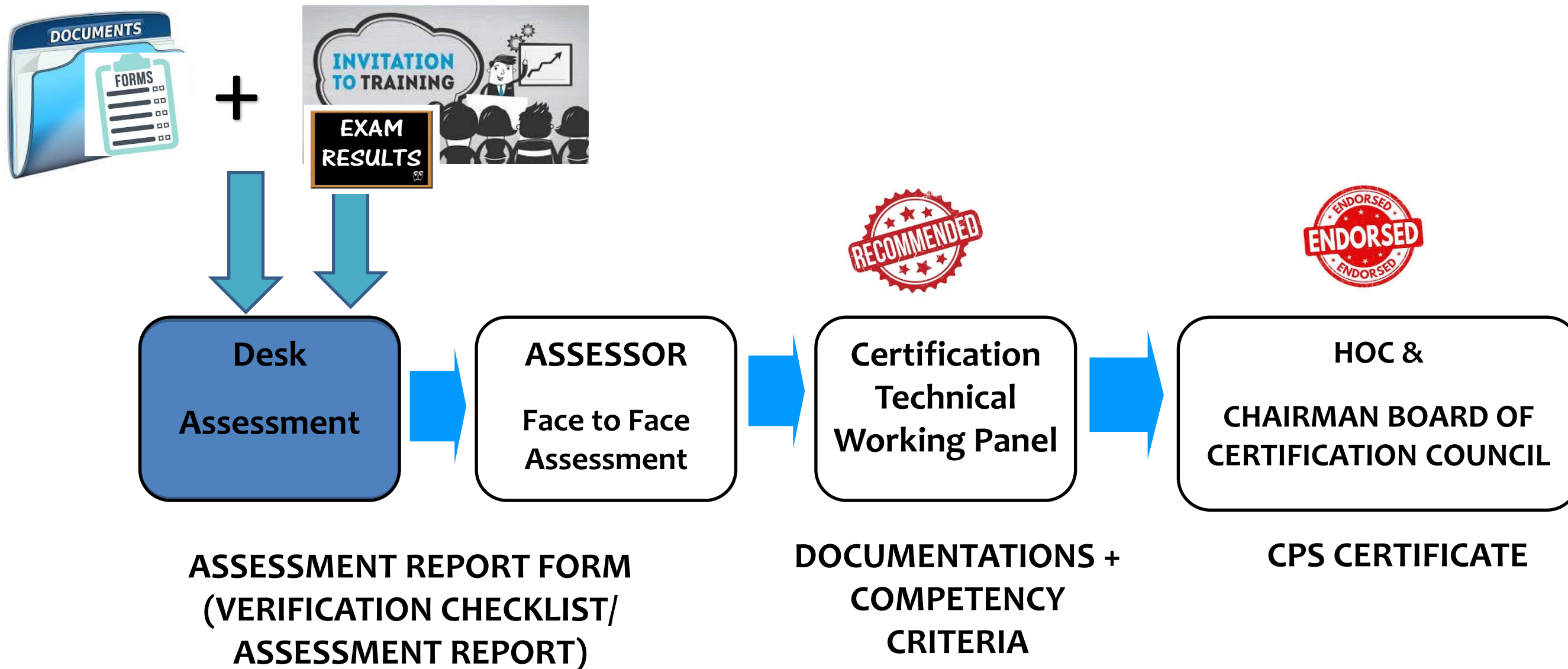
CPS CERTIFICATE

Requirements

Levels of Certification, Prerequisites, and Competency Requirements

APO Certified Productivity Specialists (cl. 5.1.1)

Area	Prerequisite
Academic qualifications	University degree or diploma with at least 5 years of work experience or equivalent
Productivity training	• Completed comprehensive productivity training program (APO, NPO, International, etc.) • Aggregation of short training programs covering at least 8 productivity solutions as outlined in Table 4 or • Face-to-face and/or e-learning training program • Passed the assessment exam conducted by the CB
Work experience	• 2 years of working experience with implementation of a minimum of 2 projects in the field of productivity improvement and • 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)
Client testimonials	Submit at least 2 positive testimonials from clients on productivity projects undertaken in the last 12 months

APO Certified Productivity Specialists (cl. 5.1.1)

Area	Prerequisite
Productivity domain expertise	• Knowledge of and work experience in data collection and productivity diagnosis techniques • Knowledge and understanding of at least 8 productivity solutions listed in Table 4 • 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)
Process skills	Possess the skills outlined in Table 5
People skills	Possess the skills outlined in Table 6

APO Certified Senior Productivity Specialists (cl. 5.1.2)

Area	Prerequisite
Academic qualifications	University degree or diploma with at least 8 years of work experience or equivalent
Productivity training	• Completed comprehensive productivity training program (APO, NPO, International, etc.) • Aggregation of short training programs covering at least <u>15 productivity solutions</u> as outlined in Table 4 or • Face-to-face and/or e-learning training program • Passed the assessment exam conducted by the CB
Work experience	• 8 years of working experience with implementation of at least • 8 projects in the field of productivity improvement and • Minimum of 2,000 work hours on consultancy, training, promotion, and/or research work 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
Client testimonials	Submit at least 3 positive testimonials from clients on productivity projects undertaken in the last 24 months

APO Certified Senior Productivity Specialists (cl. 5.1.2)

Area	Prerequisite
Productivity domain expertise	• Knowledge and work experience in data collection and productivity diagnosis techniques • Knowledge and understanding of at least 15 productivity solutions listed in Table 4 • Knowledge in 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)
Process skills	Possess the skills outlined in Table 5
People skills	Possess the skills outlined in Table 6

APO Certified Master Productivity Specialist (cl. 5.1.3)

Area	Prerequisite / Experience
Professional qualifications	APO certified senior productivity specialist or recognized productivity- related professional certification
Work experience	• Active, continuous practice as a productivity specialist at the time of application • A minimum of 14 years of working experience as a productivity specialist and • 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
International assignments	At least 5 international assignments (consultancy, training, promotion, and/or research)
Client testimonials	Submit at least 5 positive testimonials from clients on productivity projects undertaken in the last 24 months

Productivity Domain Expertise (cl. 5.2)

Area	Domain knowledge and experience
Productivity diagnosis	Data collection, financial analysis, assessment methodologies (e.g., organization climate surveys, productivity measurement, business excellence assessment, workplace situational appraisal, etc.), process failure mode and effect analysis, etc.
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.

Productivity Domain Expertise (cl. 5.2)

Area	Domain knowledge and experience
Focused productivity improvement solutions	Strategic management, lean management, total quality management, total productive maintenance, various ISO standards or integrated management systems, business excellence, benchmarking, innovation, knowledge management, manpower audit, performance management, digital transformation, organizational development, Six Sigma, productivity gainsharing, work–life balance, balanced scorecard, blue ocean strategies, foresight, human resources management, structured on-the-job training, resource efficiency, business process reengineering, customer satisfaction, stakeholder analysis, marketing management, change management, value/supply chain management, ergonomic interventions, customer relationship and satisfaction management, etc.

People skill	Demonstration of people skill
Client relationship	Deploy techniques to establish trust and offer a good client experience
Stakeholder management	Work effectively with stakeholders to execute the steps in the framework for productivity improvement and achieve the expected outcomes of assignments
Communication	Deploy techniques to establish effective communication with clients
Team management	Build and lead a high-performing team to achieve the objectives of assignments

Code of Professional Conduct (cl. 6)

Conduct	Demonstration of Conduct
Respect for the profession	Act to reflect the honor of and enhance public regard for the profession of productivity specialist
Public confidence	Always act in a manner that fosters confidence in the profession of productivity specialist
Responsibility	Represent the interests of the APO, NPOs, and the wider productivity specialist/practitioner community and other relevant parties
Legality	Advise on and comply with applicable laws and regulations relevant to assignments
Professionalism	Deliver the intended results and outcomes in a timely, cost-effective manner

Code of Professional Conduct (cl. 6)

Conduct	Demonstration of Conduct
Truthfulness	Disclose details of any conflicts of interest to relevant parties if the outcomes of assignments may be affected
Objectivity	Maintain an independent, impartial position in decision making on matters that affect clients' needs
Integrity	Respect the rights of other professionals in the field by not disclosing propriety information or methodologies without prior consent
Confidentiality	Protect all stakeholders' information, including all copyrighted materials, and prevent unauthorized access to information
Efficiency	Optimize all resources to achieve the intended outcomes and complete assignments

Code of Professional Conduct (cl. 6)

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

Examination

Generic Guide for Conducting Written Examinations

Area	Requirement
Duration	2.5 hours
Total points	100 points (marks)
Minimum Passing Mark	70 marks
Type of Questions	Section A: Multiple-choice questions (70 marks) Section B: Short essay questions (30 marks)
Topics for MCQ	Productivity diagnosis Productivity solutions areas (As prescribed by the CB) People skills Code of professional conduct Relevant process skills
Topics for short essay questions	Productivity diagnosis Productivity solutions areas (As prescribed by the CB) People skills Code of professional conduct Relevant process skills
Note	Negative marking not allowed. Passing mark based on the total of Section A and B. Can be conducted in a language selected by the CB.

Technical Requirements on Information Required During Application

Practice Hours

- Advisory work,
- Data collection,
- Analysis,
- Making recommendations,
- Report writing,
- Training design and training
- Applied research (productivity improvement or solutions)
- Promotion (Create, distribute and review productivity solution content)

Brief Write-Up of Projects Undertaken

- Client Company, Contact person, Position, Email, Tel.
- Project title
- Project period
- Project team size, Applicant's role, Total hours spent by Team, Hours spent by Applicant
- Major problems encountered, Problem resolution, Impact to client (1 to 3 problems)
- Additional Information (if any)
- Generally, tabulated into 1 to 2 pages

Coverage of Positive Client Testimonials

- Must be on client's letter head, with client company name, contact person and position, contact details and date of testimonial
- Project title
- Duration of the project
- Brief description of the assignment
- Brief outcome achieved
- Role of Applicant in assignment
- Comment on services provided (Satisfaction)
- Generally, a 1-page document

Continuous Professional Development

Certified persons shall undergo a minimum of 90 hours of CPD in the preceding 3 years. Activities recognized as CPD include:

- Attending courses, conferences, seminars, and workshops
- Participating in technical discussion meetings or similar events
- Making technical presentations in classes, symposiums, or similar events
- Teaching unrepeated structured courses
- Publishing books or professional articles
- Undertaking other related activities recognized by the relevant CBs

Thank You !