Prerequisites for Certified Productivity Specialist (CPS)

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| **Area** | **Prerequisite Requirement** |
| Academic qualifications | University degree, or Diploma with at least 5 years of work experience or equivalent or High School Certificate with 10 years or work experience, or equivalent. |
| Pre-requisite Productivity knowledge and understanding | 1. Completed comprehensive productivity training program (APO, NPO, international, etc.) covering **at least 8 productivity solutions**. 2. Aggregation of short training programs covering at least 8 productivity solutions as outlined in Table 4. 3. Training programs attended may be either face-to-face or e-learning in nature, within the 3-year period immediately prior to the application date. 4. Evidence of practice illustrating knowledge and understanding of productivity solutions is acceptable. |
| Essential CPS knowledge | Completed the CPS Preparatory Course with at least 75% of course attendance.  (Applicants with 3-year Productivity related experience based on evidence provided in the application form / CV may be exempted) |
| CPS Examination | Obtained passing mark of minimum **70 points,** the CPS examination conducted by the CB |
| Productivity work experience | 1. **2 years of work experience** with implementation of a **minimum of 2 projects** in the field of productivity improvement. 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 |
| Client testimonials | Submit at least **2 positive testimonials** from clients on Productivity project undertaken in the last 24 months |
| 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). |
| Process skills | Possess the skills outlined in Table 5 |
| People Skills | Possess the skills outlined in Table 6 |

Prerequisites for Certified Senior Productivity Specialist (CSPS)

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| **Area** | **Prerequisite Requirement** |
| Academic qualifications | University degree, or Diploma with at least 8 years of work experience or equivalent or High School Certificate with 16 years or work experience, or equivalent. |
| Pre-requisite Productivity knowledge and understanding | 1. Completed comprehensive productivity training program (APO, NPO, international, etc.) covering **at least 15 productivity solutions**. 2. Aggregation of short training programs covering at least 15 productivity solutions as outlined in Table 4. 3. Training programs attended may be either face-to-face or e-learning in nature, within the 3-year period immediately prior to the application date. 4. Evidence of practice illustrating knowledge and understanding of productivity solutions is acceptable. |
| Essential CPS knowledge | Completed the CPS Preparatory Course with at least 75% of course attendance.  (Applicants with 3-year Productivity related experience based on evidence provided in the application form / CV may be exempted) |
| CPS Examination | Obtained passing mark of minimum **70 points,** the CPS examination conducted by the CB |
| Productivity work experience | 1. **8 years of work experience** with implementation of a **minimum of 8 projects** in the field of productivity improvement. 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 200 hours in the last 12 months. |
| Client testimonials | Submit at least **3 positive testimonials** from clients on Productivity project undertaken in the last 24 months |
| 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 15 productivity solutions listed in items 2 and 3 of Table 4. 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). |
| Process skills | Possess the skills outlined in Table 5 |
| People Skills | Possess the skills outlined in Table 6 |

**Prerequisites for Certified Master Productivity Specialist (CMPS)**

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| **Area** | **Prerequisite Requirement** |
| Professional qualifications | APO certified senior productivity specialist or equivalent recognized productivity-related professional certification. |
| Productivity work experience | 1. Active, continuous practice as a productivity specialist at the time of application. 2. A minimum of 14 years of work experience as a productivity specialist. 3. 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) outside the country of residence or executing assignments in-country assigned by an international organization. |
| Client testimonials | Submit at least 5 positive testimonials from clients on productivity projects undertaken in the last 24 months. |

Table 4 – Productivity Domain Expertise

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

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| **Area** | **Domain Knowledge and Experience** |
| 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. |
| 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. |
| 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. |

Table 5 – Process skills

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

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| **Process skill** | **Demonstration of Process skill** |
| Consultancy | Undertake all steps in the planning, execution, 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 and undertake all steps for executing and evaluating training during implementation of productivity improvement solutions. |
| Research | Undertake 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. |

Table 6 – People skills

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

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| **People skill** | **Demonstration of People skill** |
| Client relationship | Deploy techniques to establish trust and offer 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 |