



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

19 May 2016

1. **Project Code** 16-RP-15-GE-RES-B
2. **Title** Research on Case Studies of Diversity Management and Human Capital Strategy
3. **Timing and Duration** September 2016–September 2017 (12 months)
Coordination meeting: 28–30 September 2016 (three days) in Seoul, ROK
4. **Venue** APO Secretariat
5. **Number of Participating Countries** One chief expert and up to nine national experts from the Republic of China, India, Japan, Republic of Korea, Malaysia, Pakistan, Philippines, Singapore, and Thailand. However, other member countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat.
6. **Closing Date for Nominations of National Experts** 31 August 2016
7. **Objectives**
 - a. To assess the impact of a diverse workforce on organizational productivity gains and competitiveness;
 - b. To document cases of successfully aligning diversity and inclusion strategies in human capital strategy in public and private organizations; and
 - c. To develop a framework for training on diversity and inclusion management for productivity improvement at the organizational level in APO member countries.

8. Background

Diversity management refers to the approach of managing a workforce where there is variety among employees in terms of age, race, gender, culture, educational background, religion, etc. Employing a diversified workforce is not only an advantage but also a challenge for management. On one hand, diversity has positive effects on firm productivity by generating knowledge spillovers and fostering innovative ideas. It is proven that in the private sector, companies with diverse teams are among the top financial and productivity performers. In public-sector agencies, groups of diverse problem solvers outperform groups of high-ability problem solvers to serve their communities better. On the other hand, diversity can have negative effects on firm productivity due to distorted communications, looser social ties and lower trust levels, and less cooperation among employees. Thus, diversity itself without

inclusiveness is not enough. A strategy to manage diversity successfully is a strategy to create a work environment where similarities and differences in the workforce are included and valued. Such a strategy turns a diverse workforce into an inclusive workforce. The more diverse and inclusive the workforce, the greater the team collaboration and commitment to organizational performance and productivity enhancement. The organization's ultimate goal of improving efficiency and effectiveness, while achieving better financial and productivity performance, can be achieved by well-satisfied, better-performing, more committed employees.

The APO is conducting this research aiming to help organizations in both the public and private sectors in member countries to promote diversity and inclusion in the workforce. Best practices in strategies for diversity management and inclusiveness in organizations in both sectors will be compiled. The contribution of diverse, inclusive workforces to organizational productivity in those cases will then be analyzed. A general framework on how to promote diversity, eliminate bias and discrimination in the workplace, and include all differences for organizational productivity enhancement in the Asia-Pacific context will be developed. The output of this research, a publication on case studies and framework for diversity and inclusion strategies, will be used as a guideline for training on the same topic in APO member countries.

9. Scope and Methodology

Scope

- 1) Coordination meeting of experts: A meeting will be held 28–30 September 2016 in Seoul, ROK. The tentative topics to be covered in this meeting are:
 - a. Discussion and finalization of the methodology and tools for data collection;
 - b. Development of a diversity and inclusion strategy framework in the Asia-Pacific context;
 - c. Discussion and deliberations on cases to be collected and compiled on diversity management; and
 - d. Finalization of and agreement on the report format by the national experts and chief expert.
- 2) Conducting in-country research: Each national expert will gather and analyze data under the guidance of the chief expert based on the agreed methodology and framework of the research. The experts will be responsible for analyzing the data and preparing a report for review and acceptance by the chief expert.

Methodology

The research will employ one chief expert who will lead the team of national experts in performing the study.

Chief expert's tasks:

- a. Developing the guidelines and formulating the overall framework for undertaking the research;
- b. Presenting the research framework, methodology, and outline of the report structure and format at the coordination meeting;
- c. Facilitating and concluding discussions during the coordination meeting;
- d. Providing support and advice to the national experts in conducting the research including

- data collection and analysis;
- e. Reviewing the initial drafts of the national experts' reports to ensure the quality of the work; and
- f. Preparing the final report and submitting it to the APO Secretariat by the deadline.

National experts' tasks:

- a. Data collection at national level following the methodology, framework, and timeline agreed in the coordination meeting;
- b. Writing country reports on the analyses and findings based on the data gathered;
- c. Submitting the report to the chief expert within the time frame and following the agreed format; and
- d. Cooperating with the chief expert to ensure the quality and consistency of the final report.

10. Qualifications of National Experts

The national experts are expected to possess the following qualifications:

Present Position	Researchers from academic institutions specializing in diversity and inclusion strategies and human capital development and/or senior human resources managers of private companies.
Experience	At least seven years of experience in the position described above.
Education	University degree or above in economics or labor studies from a recognized university/institution.
Language	Sufficient English proficiency to communicate with the APO Secretariat and the chief expert on matters relating to the research and excellent writing skills.
Health	Physically and mentally fit to commit him/herself to a one-year period of research.
Age	Candidates who fit the above profile are typically between 35 and 50 years of age.
Other	A strong commitment to undertaking and completing the research within the time frame is necessary; published articles, books, or substantive reports on diversity and inclusion strategies are desirable.

11. Qualifications of the Chief Expert

The APO will appoint a chief expert for this project to guide the group of national experts in undertaking the research. The APO-appointed chief expert must possess the following:

- a. Extensive knowledge of diversity and inclusion strategies for private and public organizations, and having published in English on those topics is desirable;
- b. Excellent English writing and presentation skills as the final report will be written in English; and

- c. Strong commitment to undertaking and completing the research project within the given time frame and producing the consolidated analysis of all national reports.

12. Financial Arrangements

To be borne by the APO

- a. Honoraria for the chief and national experts to be paid upon completion and publication of the final research report;
- b. All assignment costs for the chief and national experts including daily subsistence allowances, miscellaneous expenses, and round-trip international airfare by the most direct route between the international airport nearest to the experts' place of work and Seoul for attending the coordination meeting for the research;
- c. Travel insurance coverage against accident and illness for the entire duration of the coordination meeting and travel; and
- d. Local implementation costs for the meeting package including meeting room rental and required equipment.

To be borne by experts or participating countries

- a. Any expenses incurred by the experts for extra stay at the venue before and/or after the official project period due to early arrival, late departure, or any other reason must be borne by the experts for attending the coordination meeting; and
- b. All local implementation costs incurred by the national experts when conducting the research and related activities at the national level.

13. Actions by Member Countries

- a. Member countries included in the research are requested to submit appropriate nominations (preferably more than two for consideration) by 31 August 2016, in line with the provisions in section 10.
- b. Each nomination should be accompanied by the candidate's biodata on the standard APO form in duplicate along with a passport-sized photograph. In addition to the standard APO form, nominees should also prepare a list of publications, research, and/or consulting projects they have undertaken in this field. A nomination lacking any of these documents will not be considered.
- c. The selection of national experts will be based strictly upon their professional qualifications and experience, academic background, and commitment to this research.

14. Preparatory Work by National Experts

The selected national experts will be instructed to prepare preliminary reports. The preliminary findings will be presented at the coordination meeting in Seoul and will form the basis for further deliberations and development of the research. The detailed guidelines for the preliminary reports will be provided later.



Mari Amano
Secretary-General