



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

1 June 2017

1. **Project Code** 17-IN-11-GE-WSP-B
2. **Title** Workshop on Innovative Leadership and Talent Management for Public-sector Productivity
3. **Timing and Duration** 2–6 October 2017 (five days)
4. **Venue** Colombo, Sri Lanka
5. **Implementing Organization** National Productivity Secretariat
10th Floor, Sethsiripaya 2nd Stage, Baththaramulla
Sri Lanka
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6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, Republic of China, Fiji, India, Indonesia, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Thailand, and Vietnam. However, other member countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat.
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 23 August 2017

9. Objectives

The objectives of this workshop are to:

- a. Explore ways ensuring productivity gains stemming from innovative leadership and talent management within the context of public-sector organizations;
- b. Outline approaches to instill leadership styles in line with emerging innovations in delivering public services;
- c. Inculcate leadership styles able to sustain productivity improvement in public-sector organizations with increasing levels of uncertainty and complexity in the external environment;

- d. Formulate models for talent management to prevent risks originating from changing external factors and the environment; and
- e. Define talent management systems that can help to recruit, nurture, and develop the next generation of public leaders.

10. Background

Public-sector innovation is usually perceived as a virtual oxymoron. Several explanations can be offered for why it is difficult for the public sector to innovate, such as the large hierarchical structure, limited exposure to competition, etc. Motivated mainly by decreasing resources and rising demand for better public services from citizens, the government sector has adopted a more cost-oriented perspective to reduce inefficiencies and leverage productivity initiatives. Innovation in how governments do things is one approach to dealing with challenges in the sector. Interestingly, the culture of innovation in government organizations has important links with leadership.

There are three basic types of public management innovation: politically led responses to crises; organizational improvements stemming from newly appointed agency heads; and bottom-up innovation initiated by frontline public servants and middle managers (Borins, 2002). The common ground for the three types of innovation is leadership. Bottom-up innovation, for instance, requires and creates leadership advocating change within the organization. Those supporting positive changes might not always be formal leaders but can be concerned individuals recognized as informal or alternative leaders. When it comes to sustaining ideas for improvement, leadership plays another significant role. The notion of innovative leadership requires the establishment of strong linkages between leadership and innovation to achieve higher productivity in public-sector organizations.

The tremendous changes experienced recently by the public sector also necessitate retaining the best talent to sustain innovation. Factors such as shifting demographic structures, competition with the private sector, and changing workforce composition have put the public sector in a more difficult situation in terms of recruiting the needed human resources. In a wider context, talent management is an integral part of change management when working toward more productive public-sector organizations, better organizational cultures, and more efficient leadership styles. The correct strategies including defining talent management models are required to make public-sector organizations more relevant to society as a whole. In addition, appropriate talent management systems can help to recruit, nurture, and develop the next generation of public leaders.

This workshop will discuss the ramifications of public management innovation, leadership, and talent management for public-sector productivity. The increasing levels of volatility, uncertainty, complexity, and ambiguity in the external environment, which will shape innovative governments of the future, will be examined, along with connections between leadership and talent management.

11. Scope and Methodology

Scope

- a. Leadership models for public management innovation;
- b. Creating and sustaining innovation in delivering public services through efficient leadership;

- c. Mapping the talent management terrain;
- d. Strategic perspectives on shaping talent management;
- e. Talent management as a tool for change; and
- f. Talent management for governments of the future.

Methodology

Coaching-style workshop, country paper presentations, group discussions, in-class exercises, observational visits, and proposing models of innovative leadership and talent management frameworks for productivity improvement.

The tentative program of the workshop is outlined below:

Date/Time	Activity
Sun., 1 October 2017	Arrival of participants in Colombo
Mon., 2 October 2017	<ul style="list-style-type: none"> ▪ Opening session ▪ Workshop overview ▪ Presentations by resource speakers
Tues., 3 October 2017	Presentations by resource speakers
Wed., 4 October 2017	<ul style="list-style-type: none"> ▪ Case studies ▪ In-class exercises ▪ Observational site visit
Thurs., 5 October 2017	<ul style="list-style-type: none"> ▪ Participants' presentations ▪ Coached working group discussion on country experiences ▪ Coached working group discussion
Fri., 6 October 2017	<ul style="list-style-type: none"> ▪ Proposing innovative leadership or talent management models ▪ Wrapping-up session ▪ Evaluation ▪ Closing session
Sat., 7 October 2017	Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Public-sector leaders, heads of public-sector organizations, policymakers responsible for talent management and organizational planning from central and local government bodies, public-sector productivity experts and practitioners, representatives of public service providers such as state-owned enterprises, or NPO heads.
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 not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 35 and 55 years of age.
APO Certificate	Participants are required to attend the entire program to receive the APO certificate of attendance.

13. Financial Arrangements

To be borne by participants or participating countries

- a. 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. If any participant is unable to insure himself/herself as stipulated above, he/she should secure this insurance in the host country at the commencement of the project and pay the premium himself/herself, if necessary, from the per diem allowance provided. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident or illness.
- b. All expenses related to visa fees and airport taxes.
- c. Any expenses incurred by participants for stopovers on the way to and from the project venue as well as for extra stay at the project venue before and/or after the official project period because of early arrival or late departure, for example, due to either limited available flights or any other reason.
- d. Any cancellation charges for airfare and hotel accommodation arising from withdrawals after letters of acceptance have been issued by the APO.

To be borne by the host country

- a. Per diem allowances and hotel accommodation for up to 18 overseas participants for up to six days at the rate to be specified later.
- b. All local implementation costs.

To be borne by the APO

- a. All assignment costs of overseas resource persons.
- b. Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participants' place of work and Colombo. As far as practicable, all participants should purchase discount tickets. Please 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. It is also available on the APO website and from APO Liaison Officers in member countries.
- c. The APO may select more than 18 overseas participants in anticipation of last-minute withdrawals or no-shows. If more than 18 overseas participants attend, per diem allowances and hotel accommodation costs will be borne by the APO for up to two additional overseas participants at the rate to be prescribed for up to six days.

14. 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 section 12 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 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). 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 Industry Department, APO Secretariat (e-mail: ind@apo-tokyo.org, fax: 81-3-5840-5324).
- 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 workshop.
- l. NPOs should inform participants that they must attend all five days of the project to qualify for the certificate of attendance.
- m. NPOs should assist the APO and/or host country in collecting amounts corresponding to cancellation charges arising from withdrawal of a participant as provided for under item 13d.

15. 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.

16. Project Preparation

The participants are required to prepare a paper related to the topic of the workshop prior to

departure for the project venue. In preparing the paper, they are expected to follow the "Guidelines for the Preparation of Country Papers" to be provided later.

17. Postproject Actions

All participants are required to prepare action plans and share the plans with their NPOs. The APO will also request participants to submit follow-up reports six months after completion of the workshop.

18. Evaluation of Participants

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

19. 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 (<http://www.apo-tokyo.org/wedo/projects/applicants>).



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Secretary-General