



PROJECT NOTIFICATION

PN Issue Date	1 April 2019
Project Code	19-RP-20-GE-RES-B
Title	Research on National Strategy on Developing Human Resources for the Industries of the Future
Timing and Duration	November 2019–October 2020 (one year) Coordination Meeting: 12–14 November 2019 (three days) Tokyo, Japan
Venue	APO Secretariat
Number of Overseas Experts	One chief expert and up to 10 national experts from the Republic of China, India, Indonesia, Japan, Republic of Korea, Malaysia, Pakistan, the Philippines, Thailand, and Vietnam However, other member countries with special interest in this project may nominate national expert candidates upon consultation with the APO Secretariat. The selection of the national experts will be based on the criteria outlined in section 4 below.
Closing Date for Nominations of National Experts	9 September 2019

1. Objectives

- a. To identify requirements for human capital development to ensure workforce readiness for the industries of the future;
- b. To study strategic approaches to national policies for human capital development to enhance the qualifications of labor for the industries of the future; and
- c. To publish a report with policy implications for national strategies on human capital development for the industries of the future.

2. Background

The rapid growth of new-generation technologies has transformed the future of production systems and led to the creation of the new industries of the future. In the APO region, where manufacturing is still dominant, the impact of new technologies on human resources development is inevitable. Individuals need to be aware of the industries of the future to acquire the necessary skills and to equip themselves with knowledge and abilities to be relevant to the future labor market. However, the implications of the industries of the future go far beyond the level of individual concerns. At company level, the alignment of human and digital labor in a collaborative workplace is imperative. Organizational processes must change to absorb a more fluid workforce and to facilitate collaboration between employees and advanced robotics, automation, artificial intelligence, etc. At national level, strategic approaches are needed to cope with the impact of digital disruptions, volatility, and unpredictability. Responses to the waves of Industry 4.0 must be incorporated in national policies on industry competitiveness, labor markets, and new industrial digital ecosystems. National strategies on human resources development should adopt a forward-looking approach to deal effectively with challenges related to new technologies and processes of Industry 4.0, while maximizing the capacity for creativity and innovation of human resources for the industries of the future.

The APO will initiate a research project to support member countries in studying the strategic approaches to national human capital development policies to enhance the qualifications of labor for the industries of the future, thus ensuring sustainable national productivity growth. It will also examine the requirements for enhanced skills, different organizational structures, and new elements of education as critical factors at national level for the workforce to be ready and relevant in the future. The final research findings are expected to provide member countries with policy implications for national strategies on human capital development for the industries of the future.

3. Scope and Methodology

Scope

- 1) Coordination meeting of experts: A meeting will be held 12–14 November 2019 in Tokyo, Japan. The tentative topics of discussion to be covered in this meeting are:
 - a. The research framework and methodology (data sources, data collection, data analysis);
 - b. Industries of the future;
 - c. Requirements, skills, and qualifications for the industries of the future;
 - d. Strategic approach to national strategy for human capital development for the industries of the future;
 - e. Policy implications for national strategies on human capital development; and
 - f. The final report format.
- 2) Conducting in-country research: Each national expert will gather and analyze data under the guidance of the chief expert based on the agreed research methodology and framework. The experts will be responsible for analyzing the data and preparing a report for review and acceptance by the chief expert and APO.

Methodology

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

Chief expert's tasks:

- 1) Developing the guidelines and formulating the overall framework for the research;
- 2) Presenting the research framework, methodology, and outline of the report structure and format during the coordination meeting;
- 3) Providing support and advice to the national experts in conducting the research including data collection and analysis;
- 4) Reviewing the draft of the national experts' reports to ensure the quality of the work; and
- 5) Preparing the final report and submitting it to the APO Secretariat by the deadline.

National experts' tasks:

- 1) Data collection at national level following the methodology, framework, and timeline agreed upon during the coordination meeting;
- 2) Writing country reports on the analyses and findings based on the data gathered;
- 3) Submitting the report following the agreed format to the chief expert and the APO within the time frame; and
- 4) Cooperating with the chief expert to ensure the quality and consistency of the final report.

4. Qualifications of National Experts

The national experts are expected to possess the following qualifications:

Present Position	Government officials, researchers or policy analysts who advise governments in areas related to and have sufficient background in national strategy for human capital development and knowledge of the industries of the future.
Experience	At least five years of experience in the position described above.
Education	University degree or higher in labor policy, human resources development, or a related field from a recognized university/institution.
Language	Sufficient English proficiency to communicate with the APO Secretariat and chief expert on matters related 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 national strategy for human capital development or human resources for the industries of the future are desirable.

5. 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 the industries of the future and national strategies for human resources development with publications in English on those topics;
- 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 analyses of all national reports.

6. Financial Arrangements

To be met by the APO

- a. Honoraria for the chief and national experts to be paid upon completion 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 Tokyo for attending the coordination meeting for the research;
- c. Local implementation costs for the meeting package including meeting room rental and required equipment.

To be met 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 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.

7. Actions by Member Countries

- a. Member countries included in the research are requested to submit appropriate nominations (preferably more than two for consideration) by 9 September 2019, in line with the provisions in section 4.
- 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.

8. Preparatory Work by National Experts

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



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