



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

28 May 2015

1. **Project Code** 15-RP-12-GE-WSP-B
2. **Title** Workshop on Diversity Management and Human Capital Strategy
3. **Timing and Duration** 6–9 October 2015 (four days)
4. **Venue** Islamabad, Pakistan
5. **Implementing Organization** National Productivity Organization  
Address: 2nd Floor, Software Technology Park  
Constitution Avenue, F-5/1  
Islamabad, Pakistan  
Phone: 92-51-2823304/5  
Fax: 92-51-2823309  
e-Mail: gm@npo.gov.pk
6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Republic of China, Fiji, India, Indonesia, IR Iran, Japan, Republic of Korea, Lao PDR, Malaysia, Mongolia, the Philippines, Singapore, Sri Lanka, Thailand and Vietnam. 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** 3 August 2015
9. **Objectives**
  - a. To discuss the importance of corporate diversity management in the era of globalization, internationalization, and competitive business environment;
  - b. To assess the impact of workforce diversity on organizational productivity; and
  - c. To share good practices of and barriers to diversity management incorporation in human capital strategy to enhance organizational productivity.

## 10. Background

Diversity management refers to the approach of managing workforce diversity where there is a variety among employees in terms of age, race, gender, culture, educational background, religion, etc. Employing a diversified workforce is a major challenge for management. On one hand, diversity generates knowledge spillovers and skill complementarity among employees and has positive effects on firm productivity. On the other hand, diversity induces negative effects on firm productivity due to distorted communication, looser social ties and lower trust levels, and less cooperation among workers. Diversity in the workplace should not create conflict but rather should be harnessed to enable firms to develop better products and services and to improve their business efficiency and effectiveness. Successfully managing diversity can lead to more committed, better-satisfied, better-performing employees and potentially better financial and productivity performance of the organization. Diversity management thus can be defined as a process to create and maintain a work environment where similarities and differences are valued so that all can reach their potential and maximize their contribution to an organization's strategic goals and objectives.

In the context of increasing globalization and internationalization, it is indispensable for companies to adopt diversity management as a strategy to stay competitive and responsive to market demands. A four-day workshop organized by the APO will be a platform to discuss diversity management practices and their impact on organizational productivity. Participants will share good practices of and potential barriers to diversity management and suggest strategies to incorporate diversity management successfully into human capital strategy.

## 11. Scope and Methodology

### Scope

- Dimensions of workforce diversity and diversity management;
- Impact of workforce diversity on organizational productivity; and
- Good practices of and barriers to incorporating diversity management in the human capital strategy.

### Methodology

Presentations and case studies by experts, country paper presentations, knowledge-sharing sessions among participants, and site visit.

The tentative program of the workshop is given below:

| Date/Time              | Activity  |
|------------------------|---|
| Mon., 5 October 2015   | Arrival of participants in Pakistan   |
| Tues., 6 October 2015  | Opening session<br>Presentations by resource persons<br>Country paper presentations   |
| Wed., 7 October 2015   | Country paper presentations (cont.)<br>Case studies presentations by resource persons |
| Thurs., 8 October 2015 | Site visit<br>Group discussion  |
| Fri., 9 October 2015   | Group discussion presentations<br>Comments from resource persons                      |

Sat., 10 October 2015

Program evaluation by participants, resource  
persons, and implementing organization  
Closing session  
Departure of participants

## **12. Qualifications of Candidates**

The participants are expected to possess the following qualifications:

|                  |  |
|------------------|--|
| Present Position | Senior human resource managers of private companies or governmental senior officials involved in regulating and promoting diversity management in the human capital strategy.  |
| Experience       | At least seven 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 50 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 US\$10,000.00 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 organizations 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.

**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 Islamabad. 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.

**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](http://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 Research and Planning Department, APO Secretariat (e-mail: [rp@apo-tokyo.org](mailto:rp@apo-tokyo.org), fax: 81-3-5840-5325).
- 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, the 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.

## **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 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

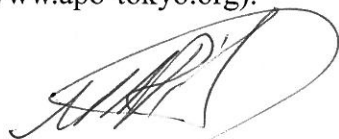
APO will also request participants to submit progress reports six months after completion of the workshop.

### **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 ([www.apo-tokyo.org](http://www.apo-tokyo.org)).

A handwritten signature in black ink, appearing to read 'Mari Amano', with a large, sweeping flourish at the end.

Mari Amano  
Secretary-General