



Asia-Pacific
Economic Cooperation

2007/HRDWG29/042

**Presentation: Lead Shepherd's Strategic Vision – A
21st Century Human Resources Development
Working Group (HRDWG)**

Purpose: Consideration
Submitted by: Lead Shepherd



**29th Human Resources Development
Working Group Meeting
Brisbane, Australia
17-20 April 2007**

Lead Shepherd's Vision

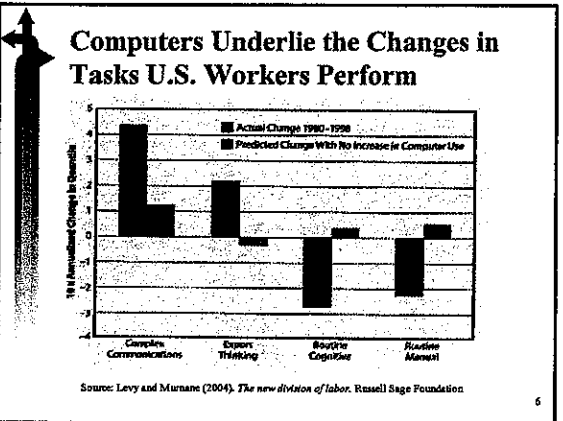
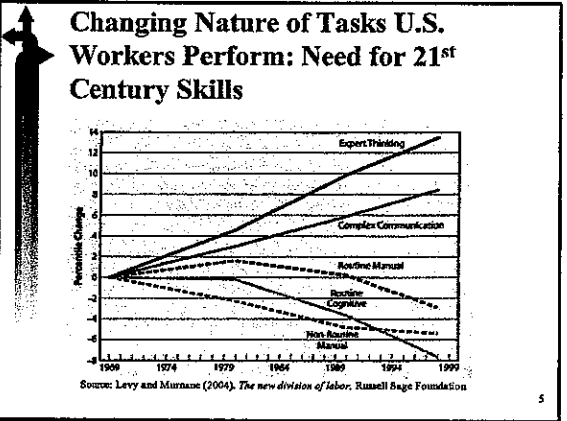
A 21st Century HRDWG

29th HRDWG Meeting
 April 17-20
 Brisbane, Australia

- ### Presentation Outline
- I. The increasing importance of Human Resource Development (HRD) for 21st Century APEC Economies
 - II. Applying the APEC Ministers' reform mandate in HRDWG to improve:
 - a. Targeting
 - b. Efficiency
 - c. Effectiveness


- ### I. Why Is Human Resource Development Increasingly Important in the 21st Century?
- Technology is changing the nature of work
 - Trading in the global economy is producing growth and competitiveness for skilled workers

- ### The Nature of Work Is Changing
- IT diminishes the need for humans to do routine work skills
 - IT increases the opportunity for humans to do complex work skills




Example: IT and a Secretary's Job

1980's Secretary's Job Description
"... most secretaries type, take shorthand, and deal with callers,"
 U.S. Occupational Outlook



21st Century Secretary's Job Description
"... Many secretaries now provide training and orientation to new staff, conduct research on the Internet, and learn to operate new office technologies.
"
 U.S. Occupational Outlook



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The Need for Changing Human Resource Development (HRD) Systems

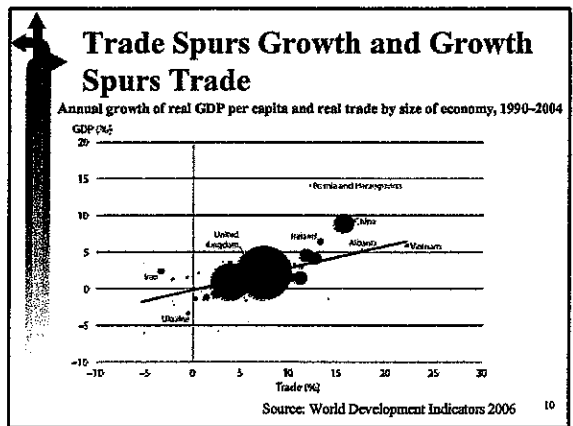
- Higher order thinking skills were for some, now they are for the many
- To stay ahead in the changing workplace requires continual training and retraining

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APEC Workers Compete For Skilled Jobs in the Global Economy

- Half of all workers are in APEC economies
- Half of world trade is among APEC economies

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The new HRD equation for economic progress

$$IT + Trade = \text{Changing Human Resource Development Needs}$$

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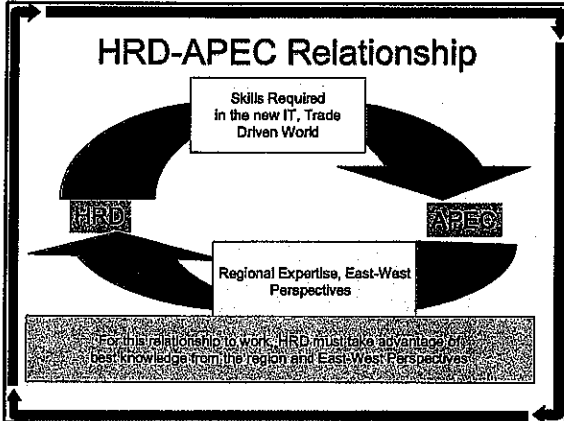
APEC Economies Can Learn From Other Fast Growing APEC Members How to Build Effective HRD Systems

Annual Percent Change in Gross Domestic Product by Economy Group

Economy Group Name	Annual % Change in Economy GDP (constant prices)				
	2003	2004	2005	2006	2007
Euro area	0.8	2.1	1.3	2.4	2.0
European Union	1.4	2.4	1.8	2.8	2.4
Newly Industrialized Asian economies	3.2	5.0	4.5	4.9	4.4
Developing Asia	8.4	8.8	9	8.7	8.6
Western Hemisphere	2.2	6.7	4.3	4.8	4.2

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Source: International Monetary Fund, World Economic Outlook Database, September 2008



HRDWG Challenge:

- How Can HRDWG capitalize on these and other opportunities APEC offers to strengthen Human Resource Development in the APEC region?

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II. Meet the Challenge by Implementing the APEC Ministers Reform Mandate to Strengthen HRDWG

- APEC Ministers 2006 Call for ECOTECH Reforms
 - Ministers instructed *"the Steering Committee on ECOTECH to continue efforts to improve the operations and work of working groups, task forces and networks to ensure ECOTECH activities are targeted, effective and efficient to make the best use of scarce resources in 2007 and beyond"*

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2005 HRD Internal Survey* Supports Reform of HRD

- A need for more coherent and focused HRD priorities
- A need for "more effective coordination, communication, and coherence between the Lead Shepherd's office and the networks"

*Conducted by CBN Coordinator, Nigel Haworth

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Basic HRDWG Operations Are Currently Inadequate

- For example:
 - Final products are currently unavailable for a number of completed projects
 - Some projects employ less than strong designs (e.g. policy surveys don't use a common set of features across members)

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APEC Ministers' Reform: Targeting

1. Focusing HRDWG priorities: from current 8 to proposed 3
2. Identifying Network priorities to support HRDWG priorities
3. Proposing projects that build cumulatively to address priorities
4. Establishing a threshold for projects to be accepted

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APEC Ministers Reform: Efficiency

1. Integrate Social Safety-Net Network and LSPN into a new Labour and Social Safety-Net Network (LSSN) within HRDWG
2. Use AIMP project and collaborative system for basic operations
3. Use Assessment, Management, and Evaluation (AME) Framework to improve project quality

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APEC Ministers Reform: Effectiveness

1. Encourage pairing of economies at different stages of development in overseeing projects
2. Publicizing HRDWG results and resources including HRDWG portal and Network Web sites
3. Building greater expertise and knowledge through a collaborative online community

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New HRDWG Portal and Network Websites


Building a Community of Online Collaboration

Example of Online Collaboration: Wikipedia.org

Which features millions of articles in hundreds of languages including:
Vietnamese, Malay, Indonesian, Japanese, etc

Example of an Opportunity to use Online Collaboration in a HRD Project: Lesson Study

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**Improving Targeting,
Effectiveness and Efficiency**

**The HRDWG Family:
Accomplishing together what none
of us can do separately**



Discussion

- Be Informal
- Take Risks
- Energize

