Skills and Passion to Improve Lives in Asia and the Pacific
We serve the poor of Asia and the Pacific.

To help improve the lives of our clients, ADB seeks and develops people who are technically excellent, passionate about our mission, and pragmatic in delivering effective, innovative development solutions, in a collegial work environment characterized by integrity, creativity, and empathy with our clients.
The Asian Development Bank (ADB) has reinvented itself in recent years. With a new long-term strategic framework guiding operations until 2020 (Strategy 2020), the replenishment in 2008 of the Asian Development Fund, and a tripling of our capital base through the fifth general capital increase in 2009, the groundwork has been laid for us to pursue fully the vision of an Asia and Pacific free of poverty.

Our People Strategy is the latest, and a very important, component of ADB’s systematic approach to fulfill its poverty reduction mission. Created through a highly consultative process, it defines the principles ADB will follow to recruit, retain, and develop staff and managers and to improve our workplace environment, ensuring we have the right people to succeed with.

To reach out to our clients, the poor of Asia and the Pacific, ADB requires the combined effort of dedicated people at all levels and in all functions.

We need your contribution.

As skilled people in your fields, we rely upon you to help our developing member countries achieve faster, more sustainable development and higher, more equitable standards of living. Through our combined efforts, together we will strengthen ADB’s role as a valued and trusted member of the Asia and Pacific community.

When ADB was established in 1966, our region was poor and underdeveloped. Within 4 decades, the economies of Asia and the Pacific have made significant progress, resulting in better lives for their people. Reflecting the region’s diversity, however, this progress has been uneven. While some countries are close to reaching the developed country status, others remain in the low-income category.

Unquestionably, ADB’s staff is its most important asset and the ability to hire and retain skilled, diverse talent will provide ADB with strong potential to achieve its vision for the region.

—Strategy 2020
Small island nations, for example, face challenges in achieving sustainable development and responding to climate change, while some countries with large populations continue to battle poverty within their borders. About 1.8 billion people in the region still live on less than $2 a day. They deserve better. And the staff of ADB must play a part in ensuring they are not disappointed.

I am personally committed to enhancing the human resource (HR) management of ADB. Optimizing the contribution of our staff to the region’s development is, however, a shared responsibility. All levels of management, team leaders, and supervisors must be conscious of the importance of their role and make their own contributions. Our HR function must equip them with the most effective tools and support.

Staff must also play a larger role in this process. They must engage constructively in the continuous improvement of our organization. They must constantly upgrade and apply their technical and relationship skills. They must demonstrate strong client responsiveness and achieve tangible development results.

Skilled and motivated people, well-managed and operating in an enabling environment, are essential to making ADB the premier development institution in Asia and the Pacific. Our People Strategy will be a key ingredient in achieving this.

Haruhiko Kuroda  
President  
Asian Development Bank
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INTRODUCTION

What is a People Strategy?

The Asian Development Bank’s (ADB) Our People Strategy:
- builds on the core corporate values, goals, and drivers of change identified in Strategy 2020;¹
- outlines what ADB offers and seeks in our present and future staff, and the values, competencies, and skills needed to achieve our vision and perform our mission;
- defines the focus of our efforts to recruit, manage, and motivate our workforce to achieve the goals of Strategy 2020; and
- identifies what ADB strives to be as an employer, the principles that will guide us, how we will monitor our progress, and who will be responsible and accountable.

Optimal organization performance requires alignment

Our shared vision is of an Asia and Pacific region free of poverty

ADB’s Business Strategy
- clarifies goals, core specializations, and change drivers; calls for revamping human resources for better development results

ADB’s People Strategy
- responds to Strategy 2020 by centering on better selection, deployment, motivation, and management staff

Why a People Strategy?

Competent, Motivated, and Committed People are the Key to ADB’s Success

Strategy 2020 clearly reaffirmed our vision of “an Asia and Pacific free of poverty” and our mission to help our developing member countries (DMCs) reduce poverty and improve living conditions and the quality of life. The focus on five key operational areas (infrastructure, education, finance, environment, and regional cooperation) and drivers of change (private sector development, gender equity, knowledge solutions, governance, and partnerships) will allow ADB to pursue poverty reduction through inclusive and sustainable economic growth and regional integration.

Donors and shareholders have provided a substantial financial base to support our mission through the ninth replenishment of the Asian Development Fund (ADF X) and the fifth general capital increase (GCI V).

To achieve our vision for the region and effectively use the funds entrusted to us, ADB must recruit, retain, and develop the right people; manage, motivate, and train them well; and enable them to make a significant contribution to the region’s development.

The Needs of Our Clients are Changing and Diverse

Poverty reduction and the achievement of the Millennium Development Goals in Asia and the Pacific require inclusive and environmentally sustainable growth and regional integration.

To achieve them, Strategy 2020 focuses ADB future operations on core sectors and drivers of change. In some of these areas ADB has been traditionally strong. In others, our operations have been less prominent, requiring a more significant investment for the future. Even in areas of traditional ADB expertise, Strategy 2020 requires a different emphasis: on the inclusiveness of growth, livable cities, and low carbon approaches to transport and energy.

The increasing sophistication of our DMC clients and the growing complexity of the issues they face require advanced solutions. These include private–public partnerships to provide infrastructure and social services; urban planning to define the framework for specific transport, water, or sanitation investments; and comprehensive approaches to adapt to and mitigate the impact of climate change.

Different emphases and client needs demand novel and innovative approaches.
They also require investing in ADB’s human resources to update and adjust our skills mix to respond to the changing nature of the issues we are called upon to address.

Our Mandate Requires Empathy and Collective Excellence

ADB is increasingly called upon to deliver multidisciplinary development solutions. Operations are often planned and implemented through coordinated activities, including sector-wide approaches and multi-donor programs, combining public funding, private sector involvement, international development assistance, and local stakeholders.

To remain credible when designing solutions jointly with clients, ADB staff must be at the forefront of knowledge in their areas. We must bring solid expertise and the latest, most appropriate technology to operations design and policy advice.

Understanding the point of view of all stakeholders is vital. Empathy, patience, and familiarity with local situations are critical. If ADB is to promote change successfully, these factors are as crucial as technological solutions. The fact that the majority of our staff are recruited from developing member countries gives ADB a natural edge in this dimension.
People with strong interpersonal and intercultural skills and a solid understanding of how international best practice can be applied to the local context are essential. Our staff must be responsive to client requirements and able to work in teams with colleagues and to partner with all stakeholders.

No member of staff, regardless of his or her skills and abilities, can be expected to deliver development solutions alone. That is why ADB needs to deploy a mix of expertise at all levels, leveraging the skills of our staff in all locations where we operate.

**Quality Must be Complemented by Workforce Strength**

To meet DMCs’ demands for development financing and responses to crises, ADB’s donors and shareholders have responded with substantial financial contributions. Operations are projected to expand to more than $17 billion per year during 2010–2012, nearly triple the size of ADB operations 5 years ago.²

In addition to improving the quality and focus of our human resources and continuing to pursue efficiency improvements, ADB must gradually expand its workforce to address requirements created by rapid recent growth and create a solid foundation to deliver the level of operations planned for the future.

**Finding the Right Talent**

Rising education levels in our DMCs have resulted in a larger pool of talented local candidates, but economic growth has made these labor markets more competitive. The current global economic crisis has expanded the availability of international candidates, but competition for talent remains keen.

In an era of increased labor mobility, talent will be attracted and motivated to join or remain at ADB if people are excited by our mission, and perceive the potential for professional growth and career development, accompanied by commensurate remuneration for skills and experience.

This means that in all relevant fields and for all departments, the human resource (HR) function and policies in ADB must be geared to effectively recruiting, assigning, and developing high-caliber staff.

**Managing People to Maximize Individual and Collective Contributions**

The success of ADB operations depends on how our people apply their skills to obtain the best use and leverage from ADB financial resources, and combine their frontier knowledge of international best practices with local understanding to deliver the development results sought by our DMCs. The HR function must equip ADB’s
supervisors and managers—at all levels—with the tools, policies, and processes required to manage people effectively. Managers and supervisors at all levels have a responsibility to apply these policies and to coach and manage performance, enabling staff to constantly deliver high-impact results through individual and collegial best efforts.

As a public multilateral finance institution, ADB must continually use its human and financial resources efficiently and wisely.

Optimizing the contribution of ADB personnel is a collective undertaking. It depends on inspiring senior management leadership and goal setting. It requires motivating guidance and oversight by managers and supervisors. It calls on individual effort and teamwork by all our personnel to deliver ADB’s objectives.

Making the Most of Who and Where We Are

ADB’s moderate size poses a challenge to achieving the critical mass needed at the sector and subsector levels to deliver on our commitments, particularly in new areas of operations. Being based in the region we serve gives us the advantage of proximity. We have a well-established field presence through resident missions in most developing countries, staffed mostly by locally recruited personnel; but resident missions are often small. Networking internally and partnering externally are needed to sharpen ADB’s effectiveness.

While we develop critical mass in our focus areas, we must capitalize on the close and collegial working relationships that result from our moderate size, our location in the region, and our long-standing country presence. This will allow us to develop the dynamic, enabling workplace environment and culture that are vital for leveraging everyone’s skills and competencies toward our development objectives.

Pursuing Both Efficiency and Accountability

As an international civil service organization supported by and responsible for public funds, ADB has developed procedures and practices that emphasize well-defined processes and detailed control and accountability.

Our growing size, the more diverse and complex environment in which we operate, and the availability of information technology demand a more flexible approach in all areas, including people management. Teams must be able to reach across departmental lines. Headquarters and resident mission staff must cooperate closely. While upholding the highest standards of transparency, accountability, and work ethics, and ensuring robust checks and balances, ADB must embrace innovative and flexible arrangements, including in people management.

Our People Strategy strives to enable ADB, through our staff, to meet these challenges.
From its inception, ADB has striven to be the leading development institution in Asia and the Pacific. An organization that practices internally what it advocates externally. The employer of choice for people who are

- committed to achieving poverty reduction in Asia and the Pacific through development effectiveness;
- dedicated to generating and sharing knowledge and applying it pragmatically for high-impact development solutions;

motivated to work in a collegial environment that respects and values diversity;
- determined to demonstrate high performance through creativity, efficiency, and accountability; and
- eager to invest in professional growth and development.

ADB’s core attractiveness as an employer lies in our

- mission and vision to attain an Asia and Pacific region free of poverty and to help DMCs improve living conditions and the quality of life;
• **Professional challenges** facing all staff in many technical fields, whether in headquarters or field offices, in direct operations or supporting functions;

• **Development opportunities** through training, on-the-job learning, and the variety of assignments available within the organization;

• **Personal satisfaction** resulting from working in a collegial environment of highly skilled, caring, and dedicated people in all functions and locations, an environment that combines tolerance and respect for diversity with vigorous debate and frank discussion on how to best perform our mission; and

• **Remuneration and benefits** that are competitive in the international marketplace and in each location where we operate.

Being a member of the ADB team means working to reduce poverty and make a difference in the development of the region using our skills and passion to improve lives in Asia and the Pacific.
VALUES and Competencies

ADB requires staff who

- have technical skills that match the diverse client needs in fields where ADB is active in Asia and the Pacific,
- hold values aligned with those of the organization, and
- demonstrate these values through observable competencies.

<table>
<thead>
<tr>
<th>ADB Corporate Values (from Strategy 2020)</th>
<th>Linked Staff Values</th>
<th>Related Staff Competencies</th>
</tr>
</thead>
</table>
| • Responsiveness to DMCs’ specific development interests  
  • Recognition of country ownership | • Respect for clients | • Achieving results and problem solving  
  • Client orientation |
| • Adherence to the highest professional and technical standards | • Professionalism  
  • Work ethics and integrity  
  • Respect for diversity | • Application of technical knowledge and skills  
  • Change and innovation  
  • Leadership and strategic thinking  
  • Inspiring trust and integrity |
| • Outstanding leadership and service | • Commitment to achieving poverty reduction in Asia and the Pacific through development effectiveness | • Leadership and strategic thinking  
  • Client orientation  
  • Communication and knowledge sharing  
  • Change and innovation |
| • Commitment to partnerships | • Collaboration | • Communication and knowledge sharing  
  • Working together |
| • Accountability and focus on results | • Responsibility | • Accountability  
  • Achieving results and problem solving  
  • Managing staff |

Note: Competencies apply to both staff and managers to varying degrees depending on their roles. Those in italic type are particularly relevant for staff with managerial and leadership responsibilities or ambitions.
Goals for ADB’s PEOPLE Management

The Our People Strategy articulates our shared goals and aspirations. We must work together to improve our region and better our workplace. This will require action by all, because making the best use of our human resources is everyone’s responsibility.

Strategy 2020 requires…

- Staff who work with clients to articulate their needs and help implement innovative and robust development solutions
- Understanding of local requirements and up-to-date knowledge based on international best practice and ADB’s own experience
- Multidisciplinary skills and approaches, developed and implemented through teamwork within ADB and partnership with other stakeholders
- Sufficient staff with the right skills in our core areas of operations to enable ADB to respond promptly and effectively to our client member countries

ADB must have…

- A strong mix of high-caliber, motivated, client-responsive staff working in partnership
- Inspiring leadership and proactive people management
- A supportive and enabling workplace environment and culture

Managing for development results

- Combining our skills more flexibly and innovatively across departments and work units to deliver results in line with ADB’s vision
- Managers and supervisors committed to, and accountable for, being effective managers of people
- Effective two-way communication between supervisors and staff, which fosters the right learning environment
- Consistent application throughout the organization of people management practices, to ensure sound and shared expectations

A culture that encourages our diverse workforce to learn from each other and from our experience

- Capitalizing on the close working relationships and personal contacts that result from our moderate size and well-established country presence
- Working arrangements and processes that deliver quality results, maintaining high governance standards
- Ability to operate effectively even in hardship locations or hazardous conditions
Our People Strategy
Introducing
OUR PEOPLE
STRATEGY
GOALS
GOAL 1

A strong mix of HIGH-CALIBER, MOTIVATED, client-responsive staff WORKING IN PARTNERSHIP internally and externally

We strive to be...

The preferred employer for highly skilled people motivated to work in development for Asia and the Pacific. An organization that selects and advances people based on their skills and on their ability and potential to deliver effective, innovative, and practical development solutions.

A learning organization that promotes creativity. The development partner of choice in the region, internationally recognized for its intellectual leadership in our core specializations and sought after by our client member countries.

Key principles that will help us achieve our goal...

• **Skills mix.** Systematically identify workforce requirements for locally and internationally recruited staff, and manage critical skills mix alignment.

• **Assignment.** Identify the most suitable candidate for any position from internal or external talent sources on the basis of merit. Seek the best match between individual skills and competencies and the requirements of the job, using clearly defined procedures.

• **Career management.** Define core technical and managerial career paths and clarify opportunities, requirements, and expectations for career development and progression. Elaborate criteria and expand possibilities for movements between the technical and managerial stream and for developmental assignments.

• **Continuous staff development.** Enhance opportunities for all staff, enabling them to continually augment their skills, so they can reach their full potential in contributing to our mission.

• **Remuneration and benefits.** Offer competitive remuneration, benefits, and rewards aligned with the nature and objectives of the organization and with the marketplace, to complement the attractiveness of ADB’s mission and rewarding work environment.

• **Knowledge sharing.** Promote a culture of knowledge sharing by providing resources and aligning incentives for this purpose.

Strategy 2020 requires...

• Staff who work with clients to articulate their needs and help implement innovative and robust development solutions;

• Understanding of local requirements and up-to-date knowledge based on international best practice and ADB’s own experience;

• Multidisciplinary skills and approaches, developed and implemented through teamwork within ADB and in partnership with other development partners and stakeholders; and

• Sufficient staff with the right skills in our core areas of operations to respond promptly and effectively to our client member countries.
These indicators will help us measure progress…

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>A strong mix</strong></td>
<td>Staff ratios</td>
<td>75%</td>
<td>77%–79%</td>
</tr>
<tr>
<td></td>
<td>• Operations and direct operations support departments’ staff as a percentage of total staff</td>
<td>53%</td>
<td>55%–57%</td>
</tr>
<tr>
<td></td>
<td>• <strong>Operations departments’ staff</strong> as a percentage of total staff</td>
<td>46%</td>
<td>48%–50%</td>
</tr>
<tr>
<td></td>
<td>• Resident missions’ staff as a percentage of operations’ departments’ staff</td>
<td>83%</td>
<td>90%–98%</td>
</tr>
<tr>
<td></td>
<td>(annual)</td>
<td>81%</td>
<td>90%–98%</td>
</tr>
<tr>
<td></td>
<td>Positions fill ratio in</td>
<td>77%–79%</td>
<td>55%–57%</td>
</tr>
<tr>
<td></td>
<td>• core operations areas and drivers of change</td>
<td>53%</td>
<td>48%–50%</td>
</tr>
<tr>
<td></td>
<td>(annual)</td>
<td>46%</td>
<td>48%–50%</td>
</tr>
<tr>
<td></td>
<td>of high-caliber</td>
<td>83%</td>
<td>90%–98%</td>
</tr>
<tr>
<td></td>
<td>Positive assessment by external stakeholders of ADB staff skills (every 3 years)</td>
<td>30% (2006)</td>
<td>35%–55%</td>
</tr>
<tr>
<td></td>
<td>Staff development expenditure as a share of staff salaries (annual)</td>
<td>2.9%</td>
<td>3.2%–3.6%</td>
</tr>
<tr>
<td></td>
<td>motivated</td>
<td>IS: 6%</td>
<td>IS: 4%–7%</td>
</tr>
<tr>
<td></td>
<td>Voluntary resignation rate from ADB (annual)</td>
<td>NSAS-HQ: 3%</td>
<td>NSAS-HQ: 2%–5%</td>
</tr>
<tr>
<td></td>
<td>Percentage of favorable scores in staff engagement survey on “career development” (every 2 years)</td>
<td>NSAS-RM: 9%</td>
<td>NSAS-RM: 6%–10%</td>
</tr>
<tr>
<td></td>
<td>36%</td>
<td>45%–60%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>client-responsive staff working in partnership</td>
<td>31% (2006)</td>
<td>35%–55%</td>
</tr>
<tr>
<td></td>
<td>Positive assessment by external stakeholders of ADB’s effectiveness in working with other development partners (every 3 years)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

IS = international staff, NSAS-HQ = national staff and administrative staff at headquarters, NSAS-RM = national staff and administrative staff at resident missions.

* ADI Results Framework indicator.

* Infrastructure, education, finance, environment, and regional cooperation and integration.

* Private sector development and operations, governance and capacity building, gender equity, and knowledge solutions. The contribution to partnership, the fifth driver of change, cannot be measured in terms of number of staff, and is gauged through the last indicator, based on the ADB Perception Survey.
GOAL 2
Inspiring
LEADERSHIP
with proactive and effective
PEOPLE MANAGEMENT

We strive to be...
An organization whose inspiring leaders and effective managers and supervisors lead by example and manage people and the institution in an energizing, fair, and transparent manner, supported by effective and reliable human resources programs and practices.

Strategy 2020 requires…
- Managing for development results;
- Combining our skills more flexibly and innovatively across departments and work units to deliver results in line with ADB’s vision;
- Managers and supervisors committed to, and accountable for, being effective managers of people;
- Effective two-way communication and feedback between supervisors and staff, which fosters the right learning environment; and
- Consistent application throughout the organization of people management practices, to ensure sound and shared expectations.

Key principles that will help us achieve our goal…
- Prioritization of people management. Emphasize the importance of people management as a core responsibility of ADB managers and supervisors. Promote face-to-face feedback, coaching, and mentoring discussions between managers and staff. Assess, develop, and ensure comprehensive feedback on the people management capability of all managers. Hold managers and supervisors accountable for being good people managers.
- Teamwork and multidisciplinary approaches. Develop reporting and team structures across ADB that enable teamwork, sharing of resources, and balanced workload distribution. Align our work planning, rewards, and incentive system to support such innovative arrangements.
- Accountability. Establish clear accountabilities at each level. Strengthen managers’ accountability by delegating responsibilities and decision making, accompanied by robust and efficient checks and balances.
- Performance management. Translate ADB performance indicators into understandable, monitorable, and manageable objectives that can guide staff in their daily actions. Analyze and address any reasons for performance difficulties.
- A supportive and client-oriented HR function. Strengthen our managers’ and supervisors’ ability to effectively lead, manage, and motivate staff by providing through a capable and responsive HR function the tools, training, support, and span of control required to make managers fully capable in this area.
- Transparency in HR actions. Ensure that rules and procedures for HR actions are well defined, clearly communicated, and consistently implemented. Communicate the outcome of individual decisions regularly and the aggregate outcome of HR actions periodically, to achieve a common understanding and shared expectations.
These indicators will help us measure progress on…

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Inspiring leadership</strong> and proactive management through…</td>
<td>Percentage of favorable scores in staff engagement survey results for • values and beliefs • goals and objectives (every 2 years)</td>
<td>59% 87%</td>
<td>62%–65% 85%–90%</td>
</tr>
<tr>
<td></td>
<td>Percentage of • departments • divisions with more than two-thirds of staff giving positive feedback on “direct supervision” in staff engagement survey (every 2 years)</td>
<td>54% Not available in 2008</td>
<td>65%–80% 60%–75%</td>
</tr>
<tr>
<td></td>
<td>Percentage of managers who have voluntarily received 360-degree feedback during the past 3 years (annual)</td>
<td>22%</td>
<td>45%–55%</td>
</tr>
<tr>
<td></td>
<td>Percentage of personnel actions resulting from advertisement of vacancies (annual)</td>
<td>61%</td>
<td>60%–70%</td>
</tr>
<tr>
<td></td>
<td>Periodic communication of summarized data and information on HR actions and programs (quarterly)</td>
<td>Not available in 2008</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>Percentage of favorable scores in staff engagement survey overall index* (every 2 years)</td>
<td>60%</td>
<td>65%–70%</td>
</tr>
</tbody>
</table>

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* IS = international staff, NSAS-HQ = national staff and administrative staff at headquarters, NSAS-RM = national staff and administrative staff in resident missions, TBD = to be determined.

* ADR Results Framework indicator.
We strive to be...

A dynamic international public institution with a flexible and inclusive work environment that values diversity, promotes gender equity, and upholds respect for individuals and collaborative excellence. An inclusive workplace characterized by effective communication.

Strategy 2020 requires...

- A workplace culture that encourages our diverse staff to learn from each other and from our experience, including mistakes, to generate innovative development solutions;
- Capitalizing on the close and collegial working relationships that result from our moderate size and well-established country presence;
- Working arrangements and processes that deliver quality results, while ensuring high standards of integrity and governance; and
- An ability to operate effectively even in hardship locations or hazardous conditions.

Key principles that will help us achieve our goal...

- “One ADB.” Promote opportunities and activities that reinforce integration and communication among ADB staff at all levels and locations across the organization. Underline our nature as a dynamic international public institution, whose management and staff promote and manage change, behave with integrity, and embrace global perspectives and best practices.
- Diversity and cohesiveness. Encourage diversity in our workforce, encompassing gender, age, nationality, religion, disability, and lifestyle. Actively promote gender equity in the workplace. Leverage the experience, knowledge, and background of our varied workforce to generate innovative approaches. Raise awareness and sensitivity, enabling all to work well with each other.
- Inclusive and ethical work environment. Reinforce ethical work behavior and maintain a workplace where everyone is free from harassment.
- Staff safety and welfare. Prioritize staff safety and well-being. Ensure a conducive and comfortable workplace. Promote a work–life balance that responds to the needs of a diverse staff population.
- Efficient work processes and procedures. Streamline work organization, delegation, processes, and procedures to deliver results efficiently and reduce unnecessary stress and workload.
- Communication. Create opportunities for formal and informal communication within and across departments and among staff.
These indicators will help us measure progress on...

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<tr>
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</thead>
<tbody>
<tr>
<td><strong>A supportive and enabling workplace environment and culture</strong></td>
<td>Percentage of favorable scores in staff engagement survey results for</td>
<td>49%</td>
<td>50%–54%</td>
</tr>
<tr>
<td></td>
<td>• stress, balance, and workload</td>
<td>87%</td>
<td>85%–90%</td>
</tr>
<tr>
<td></td>
<td>• physical work environment (every 2 years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Average difference in favorable scores between resident missions and</td>
<td>(3.25)%</td>
<td>(1.0)%–(2.5)%</td>
</tr>
<tr>
<td></td>
<td>headquarters in staff engagement survey results for all categories</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(every 2 years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>• values diversity…</strong></td>
<td><strong>Representation of women in total international staff</strong></td>
<td>28%</td>
<td>33%–37%</td>
</tr>
<tr>
<td></td>
<td>(annual)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Representation of women in senior international staff (levels 7–10)</td>
<td>18%</td>
<td>23%–27%</td>
</tr>
<tr>
<td></td>
<td>(annual)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>• promotes respect for individuals and high standards of governance…</strong></td>
<td>Percentage of favorable scores in staff engagement survey results for</td>
<td>61%</td>
<td>65%–70%</td>
</tr>
<tr>
<td></td>
<td>“ethics”</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(every 2 years)</td>
<td></td>
<td></td>
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<tr>
<td><strong>• …and encourages open communication</strong></td>
<td>Percentage of favorable scores in staff engagement survey results for</td>
<td>45%</td>
<td>48%–55%</td>
</tr>
<tr>
<td></td>
<td>“communication”</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>(every 2 years)</td>
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<td></td>
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</tbody>
</table>

(+) = negative.

* ADB Results Framework indicator.
Implementing Our People Strategy

ADB expects that Our People Strategy will guide human resources management through 2015. Adjustments to the strategy and updates of the desired ranges for the monitoring indicators after 2012 will be undertaken by Management and communicated to the Board.

Participation and feedback in the preparation of Our People Strategy have been considerable. However, the true test of its success will be in the implementation. Achieving the goals and applying the principles outlined here will depend on senior and middle management commitment, and will require an open and constructive attitude by staff. Concrete HR initiatives, developed through similarly consultative processes, will be outlined in a HR Function Strategic Framework, implemented in a timely manner, and adequately publicized.

Our People Strategy will be integrated into ADB’s planning and reporting processes. Key indicators for each people management goal will be reflected and discussed in the annual Development Effectiveness Review, along with other measures aimed at measuring progress in the implementation of Strategy 2020. The complete set of indicators will be posted and periodically updated on ADB’s Human Resources Online site. Activities with organizational or staffing implications will be discussed in the work program and budget framework, and reflected as needed in the annual budget.
To implement Our People Strategy, ADB will develop an HR Function Strategic Framework. This framework will clarify the vision, mission, priorities, and outputs of the HR function in the Budget, Personnel, and Management Systems Department (BPMSD), to support successful implementation of Our People Strategy and effectively deliver HR services (policies, programs, and systems for recruitment and selection; career planning and management; performance management; compensation and benefits; staff development; and talent and succession management).

The HR Strategic Framework will include a revised HR Action Plan, which specifies the initiatives, actions, milestones, and deadlines needed to translate the contents of Our People Strategy into practice. When required, the document will be updated to reflect shifts in the business strategy or to enhance ADB’s ability to attract and retain staff. The links between the three documents are as follows:

**Our People Strategy**

**Focus:** Values, competencies, and goals in HR management  
**Indicators:** ADB-wide people outcomes

**HR Function**

**Strategic Framework**  
**Focus:** HR policies, programs, and systems based on Our People Strategy goals and principles  
**Indicators:** HR programs’ outputs and service standards

**HR Action Plan**  
**Focus:** Initiatives and actions needed to successfully implement Our People Strategy and the HR Function Strategic Framework  
**Indicators:** Actions, inputs, and deadlines for HR initiatives
Accountability

Under the Agreement Establishing the Asian Development Bank (the Charter), the Board of Directors is responsible for the direction of ADB’s general operations and approves the budget of the Bank. The Board has established a Human Resources Committee (HRC) to facilitate direction of the general operations of ADB with regard to HR management. The HRC reviews, monitors, and makes recommendations to the Board of Directors on the Bank’s HR strategy and policies, and satisfies itself that the ADB’s HR management activities are adequate and effective.

The President is chief of staff of the Bank and conducts, under the direction of the Board of Directors, the current business of the Bank. He is responsible for the organization, appointment, and dismissal of the officers and staff in accordance with regulations adopted by the Board of Directors. In appointing the officers and staff, the President, subject to the paramount importance of securing the highest standards of efficiency and technical competence, pays due regard to the recruitment of personnel on as wide a regional geographical basis as possible (see Articles 34[5] and 34[6] of the Charter).

Within these well-defined mandates, Management, managers, and the HR function in BPMSD play a significant role in people management, whose ultimate success is a shared responsibility of all in ADB.

The specific responsibilities for implementing Our People Strategy and HR management are as follows:

Management is responsible for:
- driving change management through heads of department, underscoring the importance and requiring accountability for implementing Our People Strategy principles, clearly communicating its importance to staff; and
- providing regularly updated information on progress in achieving the goals of Strategy 2020 and Our People Strategy through the Development Effectiveness Review and other suitable means.

Heads of departments and offices, directors, country directors, and supervisors are responsible for:
- implementing the change management process in their respective departments or offices by communicating the principles of the Our People Strategy to staff, and consistently applying them in practice;
• actively managing, motivating, planning, and developing the staff reporting to them in line with the principles of Our People Strategy;
• seeking two-way feedback on performance through interaction with their staff;
• developing their managerial competencies and leading by example; and
• managing resource requirements, staffing, and workload to create a supportive and enabling work environment and to promote work–life balance.

The HR function in BPMSD is responsible for
• prioritizing the implementation of Our People Strategy by designing and implementing effective and timely policies, programs, and systems;
• developing the HR Function Strategic Framework and updating the HR Action Plan;
• supporting managers and supervisors by providing the tools, training, support, and span of control required to enhance their people management skills; and
• tracking and making publicly available the data used to monitor the effective implementation of Our People Strategy.

**Staff** are the most valuable asset of ADB. Through their commitment, passion, and efforts they contribute to the achievement of our vision and mission and to the improvement in the lives of many in Asia and the Pacific. They are expected to play an important role in the achievement of the Our People Strategy by

• aligning their personal values, competencies, and skills with those of our organization;
• delivering results in support of their department’s or office’s key results areas, investing in their own technical skills, and managing their career growth;
• remaining open-minded toward people management improvements; and
• contributing constructive suggestions and feedback to their managers and supervisors and through the Staff Council, the Staff Engagement Survey, and other avenues.

Through this joint effort, ADB will advance its HR management policies and practices to serve the poor in Asia and the Pacific.
This draft of the Our People Strategy was developed through an extensive consultation process between March and December 2009, involving the Board of Directors, Management, and staff. It builds on the 2008 Staff Engagement Survey, the Comprehensive Review of the Human Resources Strategy (2005–2007), and a review of best practices in comparable organizations. An internal website was maintained throughout this period to provide information on the process and collect individual staff inputs. Meetings were held with development partners and international financial institutions to explore their approach to the subject and exchange views on specific issues.4

4 A mission was fielded to compare experiences with the Department for International Development (DFID), Agence Francaise de Developpement (AFD), Kreditanstalt für Wiederaufbau (KfW), and German Technical Cooperation (GTZ). International financial institutions included the African Development Bank, Caribbean Development Bank, European Bank for Reconstruction and Development, European Investment Bank, Inter-American Development Bank, International Monetary Fund, Islamic Development Bank, and World Bank.
Twelve staff focus group discussions were conducted in August–September 2009, with 100 participants, including 16 staff from nine resident missions. Focus groups were managed by two external facilitators. Summaries from the focus group discussions were validated by the participating staff and presented in a condensed format, so as to guarantee confidentiality for the participants, as agreed with the Staff Council, which closely cooperated with BPMSD in defining the consultation methodology and in organizing the focus groups. A discussion summary was posted on the Our People Strategy internal website. The key milestones were as follows:

- February 2009: Interview with 20 members of senior management (vice-presidents, Managing Director General, heads of departments) to seek their views;
- March 2009: 1-week workshop with an international HR consulting firm (Mercer) to discuss and organize interview results;
- April–May 2009: Preparation of a concept paper and consultation with a Management working group chaired by the Vice-President, Finance and Administration, the Staff Council, and a number of directors;
- July 2009: Preparation of the staff consultation process in cooperation with the Staff Council;
- 10 August and 13 October 2009: Presentation and discussion at the Board HR Committee;
- August–September 2009: Focus group discussions attended by 100 staff, including 16 from resident missions, directors, heads of department, and international women’s committee members;
- 12 October 2009: Draft Our People Strategy posted on ADB internal website and circulated to departments for a 2-week formal and informal review period;
- 14 October 2009: “Open House” meetings with all interested staff, chaired by the respective vice-presidents and Managing Director General, to present the draft strategy to staff and to receive and encourage feedback;
- 16 November 2009: Management committee meeting;
- 4 December 2009: Final review by the Board HR Committee;
- 10 December 2009: Approval by the President; and
- 21 January 2010: Endorsement by the ADB Board of Directors.
Overview of Our People Strategy

ADB Vision
An Asia and Pacific region free from poverty

Corporate Values

<table>
<thead>
<tr>
<th>Our Strategy 2020 Corporate Values</th>
<th>Our Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Responsiveness to member countries’ development interests</td>
<td>• Client orientation</td>
</tr>
<tr>
<td>• Country ownership</td>
<td>• Inspiring trust and integrity</td>
</tr>
<tr>
<td>• Highest professional and ethical standards</td>
<td>• Application of technical knowledge and skills</td>
</tr>
<tr>
<td>• Leadership and service</td>
<td>• Leadership and strategic thinking</td>
</tr>
<tr>
<td>• Partnership</td>
<td>• Managing staff</td>
</tr>
<tr>
<td>• Accountability and focus on results</td>
<td>• Communication and knowledge sharing</td>
</tr>
</tbody>
</table>

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24 Our People Strategy
Our People Strategy

**Goal 1**
A strong mix of high-caliber, motivated, client-responsive staff working in partnership

- Identify and maintain updated skills mix
- Assignments based on merit
- Clear career paths and expectations
- Enhanced staff development
- Competitive remuneration and benefits
- Promote knowledge sharing

**Goal 2**
Inspiring leadership and proactive people management

- Prioritize people management
- Promote teamwork and workload balance through new reporting arrangements
- Accountability
- Cascade performance management to all levels
- Two-way feedback
- A supportive HR function
- Transparency in HR actions

**Goal 3**
A supportive and enabling workplace environment and culture

- “One ADB” integrated across levels and locations
- Leverage diversity achieving cohesiveness
- Inclusive and ethical work environment
- Staff safety and welfare given priority
- Efficient work processes

Aligned to the development effectiveness review, which monitors progress in Strategy 2020 implementation. Based on...

- Staff engagement survey
- External stakeholders ADB perceptions survey
- Human resources and operations statistics

**Roles/Responsibilities**

<table>
<thead>
<tr>
<th>Management</th>
<th>Directors, Country Directors, Supervisors, Heads of Departments</th>
<th>HR Function</th>
</tr>
</thead>
</table>
| • Drive change through communication and accountability  
• Report on progress to achieve goals of Strategy 2020 and Our People Strategy | • Consistently practice HR principles  
• Manage and develop staff  
• Seek two-way feedback  
• Develop as managers  
• Create a supportive environment | • Develop HR policies, programs, and systems  
• Support managers and supervisors  
• Provide HR services  
• Monitor and correct implementation |

<table>
<thead>
<tr>
<th>Board of Directors</th>
<th>Staff</th>
</tr>
</thead>
</table>
| • Oversight on ADB operations, including HR management  
• Provide direction and advice  
• Approve budget | • Align personal values, competencies, and skills  
• Are accountable and focus on results  
• Are open-minded to change  
• Provide constructive feedback |
ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADB</td>
<td>Asian Development Bank</td>
</tr>
<tr>
<td>BPMSD</td>
<td>Budget, Personnel, and Management Systems Department</td>
</tr>
<tr>
<td>DMC</td>
<td>developing member country</td>
</tr>
<tr>
<td>HR</td>
<td>human resources</td>
</tr>
<tr>
<td>HRC</td>
<td>Human Resource Committee</td>
</tr>
<tr>
<td>IS</td>
<td>international staff</td>
</tr>
<tr>
<td>NSAS</td>
<td>national staff and administrative staff</td>
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</tbody>
</table>

GLOSSARY

Accountability
Explaining actions, inaction, or decisions taken in discharging a responsibility, including the reasons why they may not have led to desired outcomes or targets, and shouldering the consequences, including possible sanction by the relevant authority for negligence, misconduct, or unjustified deviations from expected performance

Advertisement
Posting of a position through internal and external channels, inviting applications

Career development
Change in assignment or in complexity of tasks that expands a person’s abilities and potential to contribute to the organization and requires a higher level of skills and competencies

Coaching
Developing a person’s ability to perform his or her job through on-the-job training and guidance

Developmental assignment
Assignment intended to develop a staff member’s skills and competencies, even though the person may not have sufficient experience at the outset to fully discharge the responsibilities of the position

Manager
A person formally responsible for managing an organizational subdivision of the Asian Development Bank (ADB)

Mentoring
Providing guidance and advice to a colleague, who may or may not report directly to the mentor

Progression
Advancement between salary grade levels

Responsibility
Obligation to perform a task to a successful conclusion. If the role is institutionally assigned, responsibility is accompanied by the authority to take or direct the necessary actions to ensure success

Span of control
Number of staff directly reporting to a manager or tasks for which a manager is responsible

Supervisor
Staff at any level whose permanent or temporary responsibilities include guiding, supervising, and assessing the performance of other staff

Transparency
Clarity about rules, procedures, and decisions, accompanied by availability of information on the outcome of individual human resources (HR) decisions and the aggregate outcome of HR actions

Work ethics
Honestly discharging duties and responsibilities according to ADB’s values and code of conduct, and in a manner that befits the organization
**Vice-President**  
B. Lohani, Finance and Administration Group

**Director General**  
M. Tamagawa, Budget, Personnel and Management Systems Department (BPMSD)

**Directors**  
R. Siy, Director, Human Resources Division, BPMSD  
I. Matsumoto, Staff Development and Benefits Division, BPMSD

**Team leader**  
A. Pio, Senior Advisor, BPMSD

**Team members**  
H.J. Yu, Deputy Director General, BPMSD  
R. Abad Santos, Principal Human Resource Specialist, BPMSD  
S. Cho, Human Resource Specialist, BPMSD  
N. Pritchard, Human Resource Specialist, BPMSD  
C. Cruz-Roxas, Assistant HR Programs and Services Administrator, BPMSD

**Human Resources Working Group**  
B. Lohani (Chair)  
P. Erquiaga, Director General, Private Sector Operations Department  
J. Miranda, Director General, Central and West Asia Department  
K. Sakai, Director General, Strategy and Policy Department  
M. Tamagawa, Director General, BPMSD  
X. Yao, Director General, Regional and Sustainable Development Department

**Note:**  
In this report, “$” refers to US dollars.
About the Asian Development Bank

ADB’s vision is an Asia and Pacific region free of poverty. Its mission is to help its developing member countries reduce poverty and improve the quality of life of their people. Despite the region’s many successes, it remains home to two-thirds of the world’s poor: 1.8 billion people who live on less than $2 a day, with 903 million struggling on less than $1.25 a day. ADB is committed to reducing poverty through inclusive economic growth, environmentally sustainable growth, and regional integration.

Based in Manila, ADB is owned by 67 members, including 48 from the region. Its main instruments for helping its developing member countries are policy dialogue, loans, equity investments, guarantees, grants, and technical assistance.