



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

17 May 2017

- 1. Project Code** 17-IN-51-GE-TRC-A
- 2. Title** Training Course on Labor-Management Relations in SMEs
- 3. Timing and Duration** 25–29 November 2017 (five days)
- 4. Venue** Tehran, IR Iran
- 5. Implementing Organization**
National Iranian Productivity Organization (NIPO)
Address: 3rd Floor, Building No. 3, Management and Planning Organization, Daneshsara St., Baharestan Sq., Tehran 1149943141
Islamic Republic of Iran
Phone: 98-21-3327-6508; 98-21-7765-5566
Fax: 98-21-77646271
e-Mail: nipo@mporg.ir
- 6. Number of Overseas Participants** Up to 18 qualified participants
- 7. Number of Local Participants** Up to six qualified participants
- 8. Closing Date for Nominations** 8 September 2017

9. Objectives

To examine, discuss, and share the current status and issues of labor-management relations; and identify the role of governments, labor unions, and NPOs in the era of Industry 4.0 for promoting constructive, harmonious labor-management relations that will lead to sustainable productivity improvement.

10. Background

Labor-management relations refer to the system in which employers, workers, their representatives, and, directly or indirectly, the government interact to set the ground rules for the governance of work relationships. How companies develop and maintain an amicable relationship between labor and management is an important process that they see as mutually beneficial. The experience of countries with good productivity records underlines the link between labor-management relations and productivity growth.

The APO conducted a workshop on Labor-Management Relations with Special Focus on the Automobile Industry in Japan in 2013. Following the 2013 workshop, in 2014 the APO published the *Manual on Labor-Management Relations: Japanese Experience and Best Practices*. In 2015, it also organized a workshop on Labor-Management Relations for policymakers, NPO staff, and representatives of agencies in charge of labor-management issues. Subsequently, in 2016, a forum was organized to bring together policymakers, labor union representatives, and top management to share the current status of and issues in labor-management relations in Japan.

In 2017, in the era of Industry 4.0, this training course is being organized to understand the roles of governments, labor unions, and NPOs in promoting constructive, harmonious labor-management relations to improve productivity through effective human resources management in SMEs.

11. Scope and Methodology

Scope

- a. Current and future labor-management issues in the era of Industry 4.0;
- b. The productivity movement and labor-management relations;
- c. Role of governments, labor unions, and NPOs in effective human resources management for good labor management; and
- d. Best practices in labor-management relations.

Methodology

Interactive lectures, country paper presentations, group discussions, site visits, and preparation of action plans.

The tentative program of the training course is given below:

Date/Time	Activity
Fri., 24 Nov. 2017	Arrival of participants in IR Iran
Sat., 25 Nov.	Opening session, training course overview, resource speakers' presentations
Sun., 26 Nov.	Resource speakers' presentations
Mon., 27 Nov.	Resource speakers' presentations
Tue., 28 Nov.	Site visits, group discussion, and presentations
Wed., 29 Nov.	Action plan presentations, summing-up session, and closing ceremony
Thurs., 30 Nov. 2017	Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Participants representing government agencies in charge of labor-management issues, representatives of labor unions, NPO staff, SME managers, and representatives of labor unions.
Experience	At least five years of relevant public- or private-sector

experience in labor management.

Education	University degree or equivalent qualification from a recognized 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 30 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

For participants from profit-making organizations, except for SMEs, from APO member countries other than Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal:

- a. Round-trip international airfare between the member country and Tehran; and
- b. Participating Country Expenses at USD50.00 per participant, payable to the APO in convertible currency.

For all participants:

- 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 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 Tehran for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal, and for participants from SMEs and nonprofit organizations from other APO member countries. 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, 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 course.
- l. NPOs should inform participants that they must attend the whole duration 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 participant withdrawal, as provided for under item 13.

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

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 course.

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).



Santhi Kanoktanaporn
Secretary-General