



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

7 August 2013

1. **Project Code** 12-IN-109-SPP-WSP-B
2. **Project Title** Workshop on Labor-Management Relations with Special Focus on the Automobile Industry (under a special cash grant from the Government of Japan)
3. **Duration** 18–22 November 2013 (five days)
4. **Venue** Tokyo, Japan
5. **Implementing Organization** Japan Productivity Center (JPC)
Address: 1-1 Shibuya 3-chome, Shibuya-ku
Tokyo 150-8307
Telephone: (81) 3-3409-1135
Facsimile: (81) 3-3409-5880
6. **Number of Participants** Up to 20 qualified participants from India, Indonesia, Malaysia, the Philippines, Thailand, and Vietnam
7. **Closing Date for Nominations** 30 September 2013

All nominations along with the completed biodata forms and medical certificates of the nominees should reach the APO Secretariat by the above date. Selection of participants will be completed immediately after this date. Member countries are requested to inform the APO Secretariat as soon as possible if they decide not to nominate anyone for the project.
8. **Objectives** This workshop will examine, discuss, and share the current status and issues of labor-management relations with special focus on the automobile sector in participating countries and identify the role of governments and NPOs in promoting good labor relations for higher productivity.

9. Background

The term “labor relations,” also known as industrial relations, refers to the system in which employers, workers and 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 a strong relationship between labor and management is an important process that they see as mutually beneficial. As companies expand overseas, it is important that they take a global approach to their labor-management relations. There are labor and legal risks specific to each country, and it is important that companies proactively identify and manage these risks. They should focus on strengthening human resources management to increase employee satisfaction.

The experience of countries with good productivity records underlines the link between labor-management relations and productivity. For example, the Japanese productivity movement that began in the 1950s emphasized employment security, and this helped its acceptance by unions. Recent global environmental regulations and increasing globalization, as well as the dramatic development of IT, have created labor concerns completely different from those in the 1950s. Japan has been facing their impact on its automobile sector and related supply chains. Therefore, it is important to study the current status and issues of labor-management relations in the automobile sector and identify the actual issues and challenges to redefine the role of the productivity movement in good labor management. Basically, this workshop will enhance the understanding of major challenges in labor-management relations and the correlation with sustainable productivity growth, share the best practices from the automobile industry, and identify the roles of stakeholders in promoting good labor-management relations.

10. Scope and Methodology

Scope

- a) Current and future labor-management issues
- b) Labor management rules and regulations under labor legislation
- c) Steps to be taken by management to improve relations
- d) Obligations of labor to management
- e) Role of governments and NPOs in good labor management
- f) Best practices in labor-management relations

Methodology

Interactive lectures, group discussions, exchange of information with representatives of relevant organizations, case studies, site visits, and preparation of action plans.

Tentative Program

18 November Monday	Keynote Lecture: Recent Status of and Challenges in Labor-Management Relations in the Asia-Pacific and/or Productivity Enhancement and Labor-Management Relations: Global Comparative Studies
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	Country Paper Presentation & Discussion: Developing an Overall Picture of Labor-Management Relations with Special Focus on the Automobile Industry in Participating Countries
19 November Tuesday	<p>Visit to Work-Life Management Department, JPC, and Discussion on the Subject</p> <p>Understanding the Japanese Legal Framework for Labor-Management Relations, and Labor Laws at the Ministry of Health, Labor and Welfare/Japan Institute for Labor Policy and Training</p>
20 November Wednesday	<p>Meeting and Discussion with the Japanese Trade Union Confederation RENGO</p> <p>Meeting and Discussion with the Japan Council of Metalworkers' Unions</p> <p>Site Visit to Japanese Automobile and Related Industries: Addressing Globalization in the Asian Labor-Management Context</p>
21 November Thursday	<p>Site Visit to Labor Unions to Understand How Japanese Companies Overcome Labor-Management Conflicts</p> <p>Preparation of Action Plans by Participants for Developing Stable Labor-Management Relations for Sustainable Productivity Improvement</p>
22 November Friday	Presentation of Action Plans, Reviewed and Moderated by Resource Speakers, and Group Discussion

11. Requirements of Candidates

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|----|----------------------|---|
| a) | Age | Preferably between 35 and 55 years. |
| b) | Education | University degree or preferably higher qualification. |
| c) | Present Position | Professionals from government agencies in charge of labor-management issues and monitoring the relation between economic growth and labor issues, investment promotion, and economic and industrial policy; or NPO staff and representatives of organizations handling labor-management issues. |
| d) | Experience | At least five to 10 years of experience in labor management. |
| e) | Language Proficiency | Proficiency in written and spoken English is essential. |
| f) | Health | Physically and mentally fit to attend an intensive program entailing strenuous travel and several plant/field visits. |

12. Financial Arrangements

a) To be borne by the APO for international participants

- 1) Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participants' place of work and Tokyo, Japan. As far as practicable, all participants are strongly encouraged to purchase and use discounted tickets (please note that any arrangements for the purchase of air tickets should follow the "Guide on Purchases of Air Tickets for APO Project Participants" on page 16 of the *APO Guide for Participants*, which is available on the APO website at <http://www.apo-tokyo.org> and from APO Liaison Officers in member countries). Please note that no additional per diem allowances will be provided due to early arrival, delayed departure, rerouting of tickets, or any other reason.

b) To be borne by the APO for all participants

- 1) The cost of hotel accommodations (including tax and service charges) and a per diem allowance for the participants for up to six days in Japan.
- 2) Other local expenses related to the workshop in Japan.

c) To be borne by the APO for experts

- 1) All assignment costs of overseas as well as local resource persons to conduct the workshop.

d) To be borne by participants or participating countries

- 1) Participants must be fully insured in Japan, regardless of any insurance coverage obtained in their own country, against accident and illness (including hospitalization and death) for:
 - accidental death and dismemberment up to 4,000,000 yen,
 - medical expenses for accident up to 4,000,000 yen, and
 - medical expenses for illness up to 4,000,000 yenfor the entire duration of the project. The APO will secure this insurance on behalf of the participants in the host country from the day before project commencement until the day after project completion. Each participant must pay the premium himself/herself from the per diem allowances provided. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident or illness.
- 2) 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 on account of early arrival, late departure or rerouting of air tickets, for example, due to either limited available flights or any other reason.
- 3) Any expenses related to visa fees and airport taxes.

13. Actions by Participating Countries

- a) Each member country is requested to nominate two or more qualified candidates in accordance with Section 11 above. Please ensure that candidates nominated meet the qualifications specified above.
- b) We will not accept any form of self-nomination. All nominations must be endorsed and submitted by an APO Director, Alternate Director, Liaison Officer, or their designated officer.
- c) Please note that nomination does not necessarily guarantee that a candidate 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. Sometimes candidates are not selected because they are overqualified.
- d) Each nomination should be accompanied by the documents listed below. A nomination lacking any of these documents may not be considered:
 - 1) 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 web site (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.
 - 2) 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 for this particular project self-declaration is sufficient for candidates without any of the health conditions or illnesses enumerated on the reverse side of the medical form. However, for all others, medical certification by a recognized physician on the reverse side of the medical form is required.
- e) Member countries are encouraged to submit the necessary documents electronically as mentioned in (d)-(i). 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 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 specify the candidate's name and the project code on the reverse side of the photograph.
- f) Member countries are requested to abide by the nomination deadline specified in Section 7 on the first page. The APO 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.
- g) Member countries are requested to inform candidates that, once selected, they are not to bring family members or to engage in any private business activities during the entire duration of the project.

- h) Further, if they should become unable to take part, the NPOs concerned are requested to inform the APO and implementing organization promptly of their reason for withdrawal. Member countries and selected candidates are reminded that last-minute withdrawals and no-shows result in unnecessary expense and waste resources and therefore must be avoided.
- i) Each selected candidate is required to arrive at the venue one day before the start of the official program. Also, he/she is expected to return home upon completion of the official program because he/she is visiting the host country for the specific purpose of attending this APO program.

14. Preparation of Country Papers

Country paper submission is required for this project, on which more information will be provided later.

15. Guide for Participants

Other conditions for participation are given in the APO "Guide for Participants," which is available from the APO Liaison Officers/NPOs in member countries and on the APO homepage (http://www.apo-tokyo.org/05part_guide.htm).



Ryuichiro Yamazaki
Secretary-General