



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

18 March 2013

1. **Project Code:** 13-IN-27-GE-WSP-B
2. **Project Title:** **Workshop on Productivity Gain Sharing and Fair Distribution of Productivity Performance in the Business Sector**
3. **Duration:** 26–30 August 2013 (five days)
4. **Venue:** Jakarta, Indonesia
5. **Implementing Organizations:**

Productivity Improvement Center (Balai Besar Peningkatan Produktivitas), Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration, Republic of Indonesia  
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and

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6. **Number of Overseas Participants:**

Up to 18 qualified participants from Bangladesh, Republic of China, India, IR Iran, Japan, Republic of Korea, Malaysia, Pakistan, Philippines, Singapore, Thailand, and Vietnam. However, other members with special interest in the subject area are encouraged to apply.

7. **Number of Local Participants:** Up to six qualified participants
8. **Closing Date for Nominations:** 28 June 2013

All nominations along with the **completed biodata** form and medical certificate 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.

9. **Objectives:**

- To examine the latest trends and developments in productivity gain sharing among members;
- To share experiences of successful application of productivity gain sharing; and
- To examine issues and challenges in implementing productivity gain sharing and fair distribution of the results of improved productivity in the Asia-Pacific and formulate strategic action plans.

10. **Background**

Productivity is crucial to the competitiveness and sustainability of all organizations. As employees play a critical role in productivity improvement, building a scheme to reward and motivate them is good management practice. Productivity gain sharing is one incentive scheme to drive the performance of organizations through productivity improvement. Productivity gain sharing is the distribution of wealth generated as a result of productivity improvement between the organization and employees. When productivity gain sharing is successfully applied, it helps to strengthen teamwork and sustain performance.

In January 2009, the APO held a study meeting on Fair Distribution of Productivity Gains among Stakeholders in Tokyo. The meeting concluded that the key factors for successful gain-sharing plans were transparency, clear linkages between productivity performance and rewards, and involvement of top management and union leaders. While recognizing differences among members in economic development stage, the meeting felt the need for a further exchange of best practices in terms of flexible wage systems, comprising fixed and variable components, which could be adapted to different economic situations.

This workshop will introduce the basics of productivity gain sharing and review approaches to designing a productivity-based gain-sharing scheme. It will also examine issues and challenges in implementing productivity gain sharing among member economies and formulate strategic action plans through a structured approach.

11. **Tentative Scope and Methodology**

**Scope**

- Introduction to productivity gain sharing;
- Key elements of productivity gain sharing;
- Productivity gain-sharing models; and
- Designing a productivity gain-sharing scheme.

## **Methodology**

Presentations by experts, group discussions, country presentations, site visits, and drafting action plans.

### **12. Requirements of Candidates**

- (a) Age: Preferably between 35 and 55 years.
- (b) Education: Preferably a university degree or equivalent qualification.
- (c) Present Position: Executives of enterprises, employers' federations, and unions as well as consultants from NPOs or related organizations involved in and responsible for managing productivity, wages, and productivity gain sharing in their organizations.
- (d) Experience: At least five years of experience in a related field.
- (e) Language: Proficiency in written and spoken English is essential.  
Proficiency
- (f) Health: Physically and mentally fit to attend an intensive program and site visits.
- (g) Post project: All participants must 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.

### **13. Financial Arrangements**

#### **(a) To be borne by the APO**

- (i) Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participant's place of work and Jakarta, Indonesia, for all participants. As far as practicable, all participants should purchase discount tickets (following IATA PEX or other applicable discount fares). Please note that arrangements for the purchase of air tickets should be in accordance with the "Guide on Purchases of Air Tickets for APO Project Participants" dated 7 July 2006, which will be sent to selected participants and is available from APO Liaison Officers in member countries.
- (ii) All assignment costs of overseas resource persons.

#### **(b) To be borne by the host country—Indonesia**

- (i) Expenses for hotel accommodations for 18 overseas participants for six days;
- (ii) Per diem allowances for all overseas participants for up to six days; and
- (iii) Other local implementation costs.

**(c) To be borne by participants or participating countries**

- (i) Participants must be fully insured against accident and illness (including hospitalization) for a principal sum of US\$10,000.00 for the entire duration of the project and travel and must submit to the APO a copy of the comprehensive travel insurance certificate before participation. Such insurance must be valid in the countries to be visited. If a participant is unable to arrange for insurance coverage in the host country at the start of the project, he/she must pay the premium himself/herself out of the per diem allowances provided. Neither the APO nor the implementing organization(s) will be responsible for any eventuality arising from accident or illness.
- (ii) 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 or late departure, for example, due to either limited available flights or any other reason whatsoever.
- (iii) Any expenses related to visa fees and airport taxes.

**14. Actions by Participating Countries**

- (a) Each member country is requested to nominate two or more candidates for selection. 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.
  - (i) Two copies of the candidate's biodata on the APO biodata form together with passport-sized photograph. The biodata form can be downloaded from the APO website. Downloading information is also available from [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.
  - (ii) 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 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 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 8 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) Under normal circumstances, candidates who are selected after the initial screening will be informed of their acceptance at least four weeks prior to commencement of the project.
- (h) 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. Further, if they should become unable to take part, the NPOs concerned are requested to inform the APO and the host country promptly of their reason for withdrawal.
- (i) Each selected candidate is required 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.

#### **15. Preparation of Country Papers**

Each selected candidate is required to prepare a country paper following the guidelines to be provided later.

#### **16. 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 homepage ([http://www.apo-tokyo.org/05part\\_guide.htm](http://www.apo-tokyo.org/05part_guide.htm)).



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