



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

10 April 2015

1. **Project Code** 14-IN-98-SPP-WSP-A
2. **Title** Workshop on Labor-Management Relations
3. **Timing and Duration** 28 September–2 October 2015 (five days)
4. **Venue** Tokyo, Japan
5. **Implementing Organization** Asian Productivity Organization (APO)  
Address: 1-24-1 Hongo, Bunkyo-ku, Tokyo 113-0033  
Telephone: (81) 3-3830-0416  
Fax: (81) 3-5840-5324  
e-Mail: ind@apo-tokyo.org
6. **Number of overseas Participants** Up to 20 qualified participants
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 28 July 2015

### 9. Objectives

This workshop will examine, discuss, and share the current status of and issues in labor-management relations in Japan and identify the role of governments, the Japanese Trade Union Confederation (JTUC-RENGO), and Keidanren (Japan Business Federation) in promoting good labor relations for higher productivity.

### 10. Background

Labor-management relations refer 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.

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 have created labor concerns completely different from those in the 1950s. The APO conducted a similar workshop on Labor-Management Relations with Special Focus on the Automobile Industry Japan in

November 2013. Following the 2013 workshop, in 2014 the APO published the *Manual on Labor Management Relations: Japanese Experience and Best Practices*.

How companies develop and maintain a strong relationship between labor and management is an important process that they see as mutually beneficial. As the companies grow 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 in which companies operate, and it is important that these companies proactively identify and manage these risks. The companies should focus on strengthening human resources management to increase employee satisfaction.

This workshop will attempt to redefine the role of the productivity movement in good labor management and identify the roles of relevant government agencies and NPOs in fostering healthy employer-employee relations.

## **11. 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 labor unions 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.

The tentative program of this workshop is given below:

<b>Date/Time</b>	<b>Activity</b>
Sun., 27 September 2015	Arrival of participants in Tokyo
Mon., 28 September	Opening session, Lecture 1: The Productivity Movement and Labor-Management Relations in Japan Lecture 2: Overall Picture of the Labor Market and Labor-Management Relations in Japan Lecture 3: Productivity Enhancement and Labor-Management Relations in the ROK
Tues., 29 September	Lecture 4: Present Situation and Tasks of the Japanese Labor Management Council Lecture 5: Challenges and Lessons Learned: Experiences from the ROK Lecture 6: Best Practices of Labor-Management Relations Lecture 7: Management Viewpoint and Tasks for Constructive Japanese Labor-Management Relations
Wed., 30 September	Site visits: Large enterprise and SME
Thurs., 1 October	Country paper presentations and group discussion
Fri., 2 October	Group presentation, action plan presentation, evaluation and Closing session

## **12. Qualifications of Candidates**

The participants are expected to possess the following qualifications:

Present Position	Professionals from government agencies in charge of labor-management issues, monitoring the relationship between economic growth and labor issues, investment, promotion, or economic and industrial policy; or NPO staff and representatives of organizations handling labor-management issues.
Experience	At least five years of experience in labor-management relations.
Education	University degree from a recognized university/institution or equivalent qualification/experience.
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 do not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 40 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**

- a. 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 yen  
for 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.
- b. Any 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 on account of early arrival or late departure, for example, due to either limited available flights or any other reason.

#### **To be borne by the APO**

- a. All assignment costs of 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 Tokyo. 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. Per diem allowances and hotel accommodation for participants for up to six days at the rate to be specified later.
- d. All local implementation costs.

#### **14. Actions by Participating 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 documents listed below. 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 web site ([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.
- 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 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 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 meet the nomination deadline specified 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.
- 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 informed 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 workshop.
- l. NPOs should inform participants that they must attend all five days of the project to qualify for the certificate of attendance.

## **15. Project Preparation**

The 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.

## **16. 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 workshop.

## 17. 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](http://www.apo-tokyo.org)).

A handwritten signature in black ink, appearing to be 'MA' with a large loop and a trailing line.

Mari Amano  
Secretary-General