



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

30 October 2015

1. **Project Code** 15-IN-84-SPP-CON-A
2. **Title** Forum on Labor-Management Relations for Policymakers, Labor Unions, and Top Management
3. **Timing and Duration** 17–19 May 2016 (three 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 36 qualified participants
7. **Number of Local Participants** Up to 10 qualified participants
8. **Closing Date for Nominations** 18 March 2016

9. Objectives

This forum will bring together policymakers, labor union representatives, and top management to examine, discuss, and share the current status of and issues in labor-management relations in Japan and identify the role of government, national trade unions, and employers' federations in promoting constructive, harmonious labor-management relations for productivity improvement.

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.

How companies develop and maintain an amicable relationship between labor and management is an important process that they see as mutually beneficial. As companies grow overseas, it is necessary to take a global approach to their labor-management relations. The experience of countries with good productivity records underlines the link between labor-management relations and growth. There is increasing interest outside of Japan in finding the “key” to Japan’s postwar economic success. The Japanese productivity movement that began in the 1950s emphasized

necessary to take a global approach to their labor-management relations. The experience of countries with good productivity records underlines the link between labor-management relations and growth. There is increasing interest outside of Japan in finding the “key” to Japan’s postwar economic success. The Japanese productivity movement that began in the 1950s emphasized employment security, and this helped its acceptance by unions. However, recent global environmental regulations and increasing globalization have created labor concerns completely different from those in the 1950s.

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.

In 2016, this forum will bring together policymakers, labor union representatives, and top management to share the current status of and issues in labor-management relations in Japan.

11. Scope and Methodology

Scope

- a. Current and future labor-management issues : Challenges and lessons learned;
- b. Rules and regulations under labor legislation governing the management of labor;
- c. The productivity movement and labor-management relations;
- d. Role of government, national trade unions, and employers’ federations in good labor management; and
- e. Best practices in labor-management relations.

Methodology

Interactive presentations, exchanges of information with representatives of relevant organizations, case studies, group discussions, and site visit(s).

The tentative program of this forum is given below:

Date/Time	Activity
Mon., 16 May 2016	Arrival of participants in Tokyo
Tues., 17 May	Opening of the forum Presentations by speakers
Wed., 18 May	Presentations by speakers, site visit(s)
Thurs., 19 May	Presentations by speakers, group discussion, wrapping-up session, closing session
Fri., 20 May	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, and top management of private companies.
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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. The APO will not 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 four days at the rate to be specified later.
- d. All local implementation costs.

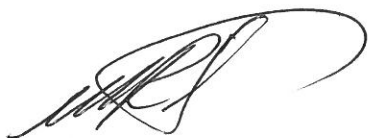
14. Actions by Participating Countries

- 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). 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, 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 forum.
- l. NPOs should inform participants that they must attend all three days of the project to qualify for the certificate of attendance.

15. 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).



Mari Amano
Secretary-General