



CENTER FOR CITIZEN INITIATIVES

Dedicated to Economic Reform in Russia

PRODUCTIVITY ENHANCEMENT PROGRAM

Civil & Social Events Handbook

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(This program is supported by a grant from the U.S. Department of State)

WELCOME TO THE TEAM!

You are joining a special group of proactive U.S. citizens eager to help Russians successfully transition into a democratic country with a free-market economy. We thank you for agreeing to undertake this extraordinary effort to make a positive impact in Russia.

This handbook is designed to ensure that your delegation's visit is the best possible experience for everyone involved: the local sponsors and organizers, the volunteer home and business hosts, and the Russian delegates themselves. It is an important document, and we encourage you to read it thoroughly as it contains many recommendations and guidelines to help ensure a quality experience for all participants.

CCI staff in San Francisco will be available at all times for support and consultation. Your PEP Delegation Coordinator will be in contact with the Local Coordinator on a regular basis to exchange status reports and information. However, we encourage you to contact the PEP Delegation Coordinator at any time to convey questions or concerns. Thank you again for this generous commitment. We look forward to working with you.



CCI Contact Information

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INTRODUCTION TO THE PRODUCTIVITY ENHANCEMENT PROGRAM

The Center for Citizen Initiatives (CCI) is a nonprofit organization with a twenty-year history of linking American and former Soviet citizens for cooperation on issues of mutual concern. The Productivity Enhancement Program (PEP), a business management training program administered by CCI, is an adaptation of the historic Marshall Plan Technical Assistance Program, which helped resurrect Europe after World War II. PEP brings non-English-speaking Russian business owners to the United States to receive management training in American firms and plants. Based on what they learn in the US, PEP delegates make substantive changes in their companies and as a result, experience unprecedented growth in their businesses.

The program consists of the following components:

- **Pre-travel training** — Prior to the US internship, PEP candidates complete extensive training designed to maximize the US experience.
- **US Modular Training** — Learning in US firms is carried out via modular training at US worksites. PEP delegates are exposed to US business management, personnel management, marketing, financial management, new technologies, product innovation, quality control, etc.
- **Documentation** — PEP participants document their learning experiences daily in workplace manuals, which become teaching tools for presentations in Russia upon their return home.
- **PEP Fellowship** — PEP graduates become members of the PEP Fellowship, which provides long-term continuity through regular meetings, trade conferences, and expanded network contacts with fellows in other Russian cities.

The selection of PEP interns is based on both their business background and position within their companies. It is important to understand that the delegates are business people that started or are the directors of their companies. They wish to meet their American colleagues to understand what makes their businesses successful. This program assists only those citizens of Russia who intend to remain in their country and contribute to the growth of its private sector.

PEP concentrates on the following three sectors:

1. **Production** - *Agriculture/Food*: crop farming, horticulture, cheese production, bakeries, poultry farms, meat processors, fisheries; *Other consumer goods*: furniture production, water bottling, clothing
2. **Infrastructure** - *Building and services*: large construction, renovation, subcontractors, interior design, etc; *Communications*: telecommunications, radio and TV, newspapers; *Transportation*: road construction, trucking and shipping
3. **Service** - *Financial*: auditing, accounting, banking, real estate, marketing; *Health*: dental clinics, chiropractors, pharmacists; *Other*: restaurants, legal services, auto repair, insurance

PEP, as well as all CCI programs, is targeted at empowering citizens rather than officials to take responsibility for societal change. Acknowledged as a pioneer in citizen diplomacy in the early 1980s, CCI became a laboratory for early ground breaking projects in the USSR.

Funding for PEP

PEP is a program of shared costs. The Bureau of Educational and Cultural Affairs of the US Department of State funds basic operational expenses, which amount to 50-55% of this cost. In-kind contributions and pro-bono services comprise an impressive 30-35%, and on average, Russian participants pay approximately 10-15%. **Our thanks to:**

- Local communities throughout the United States that host delegations
- Civic clubs and their members who serve as sponsors and local coordinators.
- Business Hosts, Home Hosts, and other volunteers who provide training, housing, food, and transportation for the delegates.

RESPONSIBILITIES OF THE CIVIC AND SOCIAL EVENTS COORDINATOR

	<u>Timeline before arrival</u>
• Participates in all committee meetings.	On-going
• Develops preliminary list of potential donors to contact (Chambers of Commerce, local Visitor's Centers, Rotary Clubs, other civic organizations, local government organizations, state universities, trade associations, restaurants, caterers, sports venues, museums, tourist attractions)	3 Months
• Begins to contact people for donations (i.e., keys to a city, town banners, official declarations, maps, pins, local interest books, etc.) and volunteer help via announcements at club	11 Weeks
• Collects information on possible civic activities for the group (e.g. meetings with mayor, governor, congressional representatives, visits to local city hall, official receptions, sporting events, museum visits, tourist attractions, city tour, county fairs, etc.)	10 Weeks
• Solicits possible group rates or donation of entry fees for social activities	8 Weeks
• Organizes receptions — Welcome and Farewell parties/pot lucks (including food, location, entertainment, etc.)	6 Weeks
• Recruits volunteer local interpreters to assist at social events, if possible	4 Weeks
• Submits names and contact information of volunteers and donors to PEP Delegation Coordinator so letters of appreciation can be mailed	On-going
• Stays in frequent contact with the Local Coordinator and, if needed, the PEP Delegation Coordinator	On-going
• Acts as a general trouble-shooter for any issues related to the events	On-going



TIPS FOR THE CIVIC AND SOCIAL EVENTS COORDINATOR

- Coordinate plans for both the delegates' **arrival** and **departure** at the airport (think about including flowers and balloons to greet them).
- Avoid scheduling the **Welcome Reception** on the day of, or the day after the delegation's arrival. Often delegate's arrival flights come in late in the evenings and the delegates are extremely fatigued. Even the following evening the delegates are sometimes too tired. We recommend giving the delegates at least two nights to adjust before the welcome reception takes place.
- Have a **sightseeing tour** of your city or a local major city on the first weekend of the delegation's visit. The delegates will be very interested in learning about American history and culture through their own eyes. — perhaps include meeting the mayor and receiving city banners.



- Plan a trip to the closest **major city** in your area on one of the weekends of the program (the earlier, the better, since the delegates will be excited to see as much as they can). Although not all hosting clubs have the budget to pay for such excursions, the delegates will not want to miss the chance to see urban America first hand, and may be able to afford some expenses themselves. However, please consult with your PEP Delegation Coordinator when making initial plans or arrangements for such trips.
- Arrange for the delegates to visit one or two **club luncheons**. Consider having the Facilitator introduce the group and their purpose to the club.
- Arrange for a short overview of **American municipal functions** if you have plans to meet a governmental official. This will give your visitors some perspective on the official's role and duties.
- Consider combining a **press conference** with a visit to the City Hall — work with the **Media Coordinator** on such events.
- Make arrangements for **visits** to nearby cultural sites, sporting activities (visits to swimming pools, parks, gyms, etc.), sporting events, museums, etc. during the weekends. If there's a chance for delegates to frequent a local gym, such as a **YMCA**, this will go a long way in helping them handle the stress related to jet lag, culture shock, and the intensity of their program.

- Make arrangements for visits to **local civic organizations** that are varied in structure, size and purpose. This will introduce the delegates to the different types and styles of American civic groups.
- Arranging **activities during the weekday evenings** is a good idea, but make sure to not over schedule events to the point the delegates get run down. This can also include having the delegates socializing informally by themselves.
- See if the delegates would be interested in cooking an authentic **Russian dinner** for their home hosts – they often like to share their delicacies and traditions with their new friends.
- It is desirable to recruit local **volunteer interpreters** to attend some of the **social functions**. One can find such volunteers at a local college (Russian students and faculty), in nearby Russian community centers, synagogues and churches, as well as through club friends.



- Allow time in the schedule for the delegates to **socialize informally** amongst themselves as a group: this could be after a brainstorming session at the end of the training day, between events on weekends, or on an evening during the week. This not only helps the delegates cope with culture shock and relax, it might also give the home hosts a short break.
- Try to arrange for the **Farewell Dinner** to be held two nights prior to the delegation's departure in order to avoid fatigue on the morning of the departure flight. In addition, some home hosts prefer to have a final evening dinner with their delegates and families.
- Past volunteers have ordered Russian-American pins or other paraphernalia from the following companies:

Flagworld
 419 Shoreline Dr. #D
 Longbeach, CA 90802
 tel. (562) 436-3524

C&T Specialties
 9408 Elk Grove-Florin Road
 Elk Grove, California 95624
 tel: 916-685-4246

Pin Mart
<http://www.pinmart.com/>

CIVIC AND SOCIAL EVENTS COORDINATOR CHECK LIST

<u>Check when completed</u>	<u>Time before arrival</u>	<u>Tasks</u>
_____	3 Months	Create preliminary list of events and donors
_____	11 Weeks	Make announcement in club meeting for potential donors and volunteers
_____	10 Weeks	Collect information on possible events
_____	10 Weeks	Contact local civic organizations, government officials, etc. to solicit involvement
_____	9 Weeks	Contact local activities locations for potential group rates or donations
_____	6 Weeks	Confirm civic events and locations, volunteers, entertainment, etc. for Welcome and Farewell Receptions
_____	6 Weeks	Confirm donations



"We had a wonderful time with the delegates, and I believe a lot of understanding and goodwill was achieved as a result. I told the delegates during a final speech at the airport that they arrived as strangers and now were leaving as very dear friends."
-Bernie Sigler, Local Coordinator, Private Schools, Lynnwood, WA

RUSSIAN NATIONAL HOLIDAYS

Russian holidays present a motley picture — new and old, official and unofficial, professional and private, religious and secular. All occasions warrant a celebration. We describe here only a few principal holidays, in chronological order.



The Official Holidays

January 1	New Year's Day
January 7	Christmas, Russian Orthodox
March 8	International Women's Day
May 1-2	Spring and Labor Holiday
May 9	Victory Day (Over German Nazism in the WW2)
June 12	Independence Day
August 22	Day of the Russian Federation State Flag
November 7	Day of Accord and Conciliation
December 12	Constitution Day

The New Year is first on the calendar and in popularity. Many celebrate it twice, on January 1 and 14 (which corresponds to January 1 in the Julian calendar, used in Russia before 1918.)

Next is February 23, Soldier's Day, known until recently as Soviet Army Day, popularly viewed as holiday for all men and closely followed by its female counter-part, Women's Day, March 8, when women receive flowers, presents and are toasted by men.

Mayday, until recently officially termed International Workers' Solidarity Day, Mayday is now known as Spring and Labor Day. On some years, it occurs on or close to with Russian Orthodox Easter, so some people celebrate in church while some attend customary demonstrations.

Russia celebrates Victory Day on May 9 to commemorate the millions fallen during World War II. Flowers and wreaths are laid on wartime graves on this day, and veterans come out into the streets wearing their military orders and medals.

June 12th is Russia's newest holiday, Independence Day, which commemorates the adoption in 1991 of the Declaration of Sovereignty of the Russian Federation.

November 7 - the anniversary of the socialist revolution of October 1917 which established communist power — still survives. The system is gone, but many still cling to the custom.

Source: <http://www.russianembassy.org/RUSSIA/holid.htm>

PEP TALKING POINTS

WHY ARE WE IMPLEMENTING THE PEP PROGRAM?

- It is in America's economic and security interests to help Russia transfer to a market economy and to share our expertise in building a democracy. Russia will become America's next major trading partner if the country stabilizes economically. The Russian market is vast and relatively untapped, and Russians have demonstrated a natural affinity for American products. They will choose us as future trading partners if we provide production and business assistance to them now.
- The best way to counteract political instability in Russia is to improve the standard of living for Russian citizens. Russia must be able to produce enough food and consumer goods to satisfy domestic demand. PEP Promotes economic growth by supporting entrepreneurs in critical industries, e.g. consumer goods manufacturing, agricultural production and food processing, construction and building materials, medical equipment, etc.
- Russian citizens must learn overnight what western nations have developed over a century. Russian citizens lived under communism for three generations and missed out on the world's experience starting businesses, developing products, marketing them, and creating infrastructures to support private enterprise. They need our know-how.
- PEP provides the highest level of production and business training available to Russians. PEP's training format is based on the Marshall Plan's Technical Assistance component that brought 24,000 non-English speaking foreigners to US plants and businesses for training after World War II. Intense training schedules provide crash immersion courses in management strategies specific to their industry sector. Russian participants are required to document everything they learn each day in the US and offer presentations to colleagues upon their return to Russia.



“Professional preparation on the Business Hosts’ part and personal hospitality among the Home Hosts were the program’s strengths.” -Howard Mettee, Local Coordinator, Legal Services, Youngstown, Ohio

THE PROGRAM ITSELF

- This program has a powerful multiplier effect. Participants are required to share their new knowledge with colleagues back home by providing seminars and participating in a PEP Fellows business club. Participants are from small or medium-sized businesses whose growth has the greatest impact on job creation, growth in domestic production, and income growth. We do not accept managers from inefficient and outdated state enterprises.
- PEP is an intensive training program, not a business excursion. Only credible business people who pass a rigorous screening and interviewing process are admitted to the program. The competition is stiff and the rules for acceptance are stringent.

- Most of the Russian companies represented by PEP delegates employ 6 to 300 people and are completely privatized. They have been carefully screened to avoid the old communists and the new mafiosi. We only accept candidates who are struggling to create an honest private sector in Russia.
- The size of each delegation is eleven Russians plus one interpreter and one PEP facilitator. Delegates participate in comprehensive pre-travel training about American culture, the US business environment and professional expectations.

“For me, America used to be a puzzle. But thanks to this program, I have learned a lot about the country and its people.” -Andrey Roslyakov, Russian Crop Farmer, Bellefontaine, Ohio



WHY IS BUSINESS TRAINING IN THE UNITED STATES SO POWERFUL?

- Russians have not observed workplace efficiency and high production – these were non-existent under Socialism. After seeing how US businesses work the delegates say the single most transferable information they received in the US was the “organization of labor.” By this they mean the methods for getting the most benefits out of the company’s time and money. They are shocked to observe that, *“Every detail in US companies is organized for maximizing time and high productivity.”*
- Personnel Management, as practiced in the US, is still quite rare in Russia. Personnel Management is an immediately transferable skill PEP Fellows take back to Russia. They watch how you interact with your work teams.
- Russians, accustomed to Soviet conditioning, grew up without free access to information or contacts. The fact that American business hosts take them into their companies, without hesitation, share their business experience with them, and answer questions they ask, is unbelievable, even shocking to most of them.
- Russian citizens have always held American business in high esteem. Being taken into your firms as dignitaries and hearing the details of your businesses, in addition to being welcomed into your homes as honored guests, is an extraordinary confidence builder.
- PEP volunteers offer Russians a glimpse of what they can become in the future. You show them how to organize and manage their businesses in ways which they had never dreamed. Most importantly of all, they sense that you really CARE whether or not they succeed.

THE MOST VITAL VIABLE ECONOMIC SECTOR IN RUSSIA TODAY

- The most vital population in Russia today is the breed of Russian entrepreneurs from which PEP draws its candidates. Typically ages 30 to 45, they received excellent education during the Soviet years. Their minds were young and flexible when the Soviet system fell apart. Following Perestroika, they began converting their professional knowledge into some type of business, and have succeeded the hard way—by trial and error. This new breed of seasoned inconspicuous entrepreneurs is moral and ethical. The fact that this group was least impacted by the financial crisis of August, 1998 proves their viability as new a type of professional. Moreover, they are better prepared than any other group in Russia to apply training concepts to their businesses immediately.

EVALUATING THE PEP EXPERIENCE

We want this program to continue to serve the changing needs of business managers in Russia's volatile economic and political environment. For this reason, we have designed a series of evaluation procedures to determine the impact of the program on all participants.

PEP staff periodically interviews Russian PEP graduates (fellows) in order to hear further reflections on the training program. Such feedback helps to determine what additional information or support the fellows need to continue developing their businesses.

Because we value your feedback, we will send a program evaluation form to all Coordinating Committee members, Business Hosts, and Home Hosts after the delegates have returned home. We are grateful for any comments you can give us, as we use this information to refine the Productivity Enhancement Program and update our materials.

CCI'S HARASSMENT POLICY

CCI is committed to providing a work environment where people can work together comfortably and productively, free from harassment. This policy applies to CCI employees, independent contractors, volunteers, and delegates. Any person experiencing harassment is strongly encouraged to contact their delegation facilitator or CCI coordinator to make a report.

Such behavior is illegal under both state and federal law and will not be tolerated in this organization. Sexual harassment involves co-workers, other employees, participants, and volunteers of the organization or other persons doing business with or for the organization. Under federal law, unwelcome sexual advances, requests of sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when: 1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; 2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individuals; or 3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. The terms "employment" and "work" also include PEP delegations and other CCI volunteer programs.



"Start early, don't procrastinate. Get a good committee and lay the groundwork as recommended by CCI." -W. Dallas Woodall, Local Coordinator, Legal Services, Warren, Ohio
