



# CENTER FOR CITIZEN INITIATIVES

*Dedicated to Economic Reform in Russia*

**PRODUCTIVITY ENHANCEMENT PROGRAM**

## **Home Host Coordinator Handbook**

Copyright © 2001, Center for Citizen Initiatives  
(This program is supported by a grant from the U.S. Department of State)

# TABLE OF CONTENTS

## PEP HOME HOST COORDINATOR HANDBOOK

<b>WELCOME TO THE TEAM!</b>	3
Introduction to the PEP Program	4
Responsibilities of the Home Host Coordinator	5
Tips for the Home Hosting Coordinator	6
Support from the Facilitator, Interpreter, and CCI-San Francisco staff	7
Home Host Checklist	9
Russian National Holidays	10
PEP Talking Points	11
Evaluating the PEP Experience	13
CCI's Harassment Policy	13
<b>APPENDICES</b>	
Sample Home Hosting Grid	
Home Host Family Biography Sheet	





# 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

**Address:** Post Office Box 29912  
San Francisco, CA 94129

**Telephone:** (888) 729-7071 toll free, or (415) 561-7777

**Fax:** (415) 561-7778

**Email:** [info@ccisf.org](mailto:info@ccisf.org)

**Business hours:** 8:30 am - 5:00 pm

**CCI mobile phone:** (415) 516-0571  
(for after-hours emergencies)

## 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 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 - Food:** crop farming, 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 HOME HOST COORDINATOR

	<b><u>Time before arrival</u></b>
• Participates in all committee meetings	<b>On-going</b>
• Observe the schedule of pre-Delegation deadlines	<b>On-going</b>
• Develops preliminary list of potential Home Hosts to contact	<b>3 Months</b>
• Begins to contact people as Home Hosts via announcements at your club (CCI provides a Home Host Recruitment Power Point Presentation); if needed, solicit additional help from other nearby clubs, local churches, etc. or public advertisements in local papers	<b>3 Months</b>
• Distributes PEP Home Host information to potential Home Hosts	<b>3 Months</b>
• Contacts interested Home Hosts to discuss possible participation	<b>3 Months</b>
• Obtains information about interested Home Hosts regarding availability of time, space, and any limitations expected during the visit	<b>10 Weeks</b>
• Gains commitment from at least 12 primary Home Hosts; advises them to fill out the Home Host Biography Form as soon as possible (can be filled out on the CCI website at <a href="http://www.ccisf.org">www.ccisf.org</a> under "PEP Volunteer Resources.")	<b>10 Weeks</b>
• Gains commitment from back-up Home Hosts; advises them to fill out the Home Host Biography Form via website or fax a copy as soon as possible	<b>8 Weeks</b>
• Submits list of all Home Host addresses and phone numbers to CCI.	<b>7 Weeks</b>
• Ensures that Home Host Biography forms are submitted via the CCI website or fax to the CCI Delegation coordinator	<b>6 Weeks</b>
• Informs CCI Program Officer of any Home Host restrictions (i.e., dates, gender requests, number of guests, etc.) and completes the Home Hosting Grid	<b>6 Weeks</b>
• Organizes Home Host Orientation (Finds location, convenient time, etc.) CCI provides you with a Home Host Orientation Power Point Presentation.	<b>4 Weeks</b>
• Informs all Home Hosts about Orientation Meeting	<b>4 Weeks</b>
• Provides Home Hosts with finalized schedules that include training, social and cultural plans (obtained either from the Local Coordinator or the CCI Program Officer)	<b>3 Weeks</b>
• Conducts Home Host Orientation and presents the PEP Power Point Presentation.	<b>Week of Arrival</b>
• Throughout the above steps, stays in frequent contact with the Local Coordinator and, as needed, the CCI Delegation Coordinator	<b>On-going</b>
• Acts as a general trouble-shooter for any issues related to home hosting plans	<b>On-going</b>

## TIPS FOR THE HOME HOST COORDINATOR

The following tips will help make your and experiences as enjoyable as possible.

- Present the PEP Power Point Recruitment presentation at your club meeting to recruit home hosts. CCI will provide you with the presentation.
- Encourage home hosts to fill out the Home Host Biography form on the CCI website at [www.ccisf.org](http://www.ccisf.org) under "PEP Volunteer Resources." The form is easy to follow, fill out and submit. If the home host does not have Internet access, they can fill out a hard copy of the form and fax to the CCI office (see attached.)
- Conduct a Home Host Orientation. CCI will provide you with a Home Host Powerpoint to present to all home hosts the week of the delegation arrival.
- Place one or two delegates with each hosting family. We suggest you confirm that each hosting family is able to provide adequate accommodations for their guest(s), as each delegate should be provided with their own bed and a reasonable amount of privacy (preferably in their own rooms.). Likewise, the delegates should not be an imposition on their hosts' privacy or financial means.
- Assign delegates to homes for a minimum of one week, though longer stays are preferable. Home hosts have found that a week is too short to really become acquainted with their guests. Furthermore, frequent moves to new homes can be stressful for both the Russian participants and American volunteers.
- Please keep in mind that the delegates will want to take in as much local and American culture as they can during their stay in your community, and they will also want to do some shopping. Please help coordinate a few evening activities during the week. Your Home Hosts, however, should not feel as if they need to entertain their guests at every waking moment; in fact, do not entirely fill their free-time with activities, as they will need plenty of rest in order to keep up with their rigorous training program.
- Culture shock can occasionally occur, and is a perfectly normal reaction to the stresses of international travel. Symptoms and remedies are described in the Home Host Orientation Handbook (we will provide a copy to you and all of the Home Hosts). **If you or a Home Host suspects a case of culture shock, notify the Facilitator—he or she is trained to cope with these issues and will help.**
- Please inform the Home Hosts about the role of the Facilitator—he/ she is trained to deal with any problems that may arise regarding the delegates (i.e., culture shock, cultural differences, illness, language barriers, etc.). **If Home Hosts find problems communicating important information to their guests, urge them to contact the Facilitator.**
- Some Home Hosts have found it helpful to have small Pot-Luck dinners with one or two other Home Hosts and their guests. This gives both the delegates and the Home Hosts an opportunity to relax together and socialize.
- **Please place the Facilitator and Interpreter in separate homes from the delegates, as they will also need rest after an intensive training day or exciting social event.** Placing the Facilitator with your Local Coordinator will expedite communication and logistics.
- For additional Home Host support, previous coordinators have contacted local churches, synagogues, schools and other civic organizations. In addition, parallel community and international organizations can also be useful sources for recruiting additional home hosts. These include AFS, the Peace Corps, the Commonwealth Club, YMCA/ YWCA, World Affairs Council branches, and the Junior Chamber of Commerce.
- Check with the PEP Facilitator to find out if any of the delegates have birthdays during their stay in your community; advise the Home Hosts, as it would be wonderful if they could arrange appropriate celebrations. It would also be enjoyable for the delegates to celebrate their holidays with the host families. (Please find a list of Russian holidays attached.

## Support from the Facilitator, Interpreter and CCI SF Staff

Each PEP delegation is assigned a Facilitator and an Interpreter to accompany it during its stay in the United States; while both are bilingual, they have different roles and responsibilities:

### THE FACILITATOR

The **Facilitator** is the CCI-SF representative in the field and is responsible for the following tasks:

- assisting with logistics;
- communications between the volunteers and their Russian guests;
- helping with the overall learning process;
- trouble-shooting situations and medical emergencies;
- leading discussions (brainstorming sessions);
- facilitating business training sessions/site visits;
- interpreting as needed, particularly for social events;
- presenting the delegation and PEP/CCI at business and social events;
- and, in general, trying to help everyone get their needs met.

The Facilitator serves as a mediator between local sponsoring organizations and the delegates and discusses any questions or suggestions the delegates have about the training program with the Local Coordinator. Independent travel is something in which delegates may express an interest. These questions should be directed to the facilitator. The delegates have visas with very specific requirements. If they do not comply with the regulations of the visa, they can hurt their chances of further travel to the US for themselves and their families.

Facilitators are available during and after regular working hours. However, in order to avoid burnout, each Facilitator is eligible for one day off a week. They arrange their time off with the Local Coordinator and usually try to take this time in segments, for example, during a weekend when there are no group events scheduled or during other convenient times.

As you can imagine, this is a very important and demanding job, so please help them get some rest occasionally!

### The Interpreter

The **Interpreter** is an independent contractor hired by CCI. The sole responsibility of the Interpreter is to translate during each training day. According to their contract, they are not required to work after the day's training has been completed or on weekends. However, some are happy to help out occasionally after their regular working hours, for example attending social activities with the group. While it is always good to make sure that they are invited to these activities, please be aware they may not always attend.

Interpreters are carefully selected for delegations in the industries in which they are trained, and carry the main load of terminology-intense interpreting during training sessions and site visits. While the list of their responsibilities is considerably shorter than that of the facilitators, their job during the regular working hours is very intense, and they may be quite exhausted by the end of the training day. They need good rest to maintain the highest level of performance throughout the entire program.

#### **NOTE: HOME HOSTING FOR FACILITATOR AND INTERPRETER:**

Even though it may seem logical to place the Facilitator and Interpreter with non English-speaking delegates, this prevents them from getting the rest they need to carry out their responsibilities to the fullest. With this in mind, please pair them with each other, or with an English-speaking delegate. Whenever possible, we recommend that the Facilitator stays with the Local Coordinator or Business Training Coordinator. This makes communication between the two very convenient.



**ALSO:**

- ***In case of an emergency*** or even minor trouble-shooting, home hosts should always contact the Facilitator. The Interpreter might be contacted in an emergency situation after the Facilitator has been contacted or when the Facilitator is not available, and for the purpose of facilitating communication only; they should not be involved in any program issues.
- **Transportation:** Facilitators and Interpreters cannot drive delegates under any circumstances.
- **Facilitator and Interpreter On-site Arrival:** Russia-based Facilitators travel with the delegation from Russia to the United States. US-based Facilitators arrive on location prior to the arrival of the delegation (usually, they arrive at the same airport shortly before the arrival of the delegation) and join the Local Coordinator and Home Hosts at the airport. All PEP Interpreters are US-based. They may arrive a few days after the arrival of the delegation (usually on Sunday) and may need a separate airport pick up and transportation arrangements to get to the assigned host's home.



---

*“Prep the hosting organization with more ideas for keeping the group together after training.”*  
-Meg Sponseller,  
Home Host, Restaurants,  
Columbia, South Carolina

---

### **Support From CCI-San Francisco Staff**

Throughout the delegation's visit, the Facilitator and the Local Coordinator will be in close contact with staff at our home office who are responsible for the group's stay. Periodically, this San Francisco-based Delegation Coordinator will conduct interviews in Russian with the delegates to try to keep abreast of their perspectives and any potential concerns. Also, in the case of serious problems, the Facilitator can always reach San Francisco staff using our 24-hour access number.

In addition to personal support, CCI has tools for Home Host Coordinators accessible on its website. The PEP home page has the answer to many Frequently Asked Questions and can be found at: <http://www.ccisf.org/pep/index.html>. By clicking on the "PEP Support Center" link, you will find a wealth of information and materials.

---

*“Remember to be flexible!” -Kenneth Hill, Home Host, Fashion Design,  
Pasadena, California*

*“This delegation was very congenial. They appreciated what we did for them and tried to be helpful and one of the family.” -Richard Holzmeister, Local Coordinator and Home Host, Drug Stores and Pharmacies, Lawrence, Kansas*

## HOME HOST CHECK LIST

<u>Check when completed</u>	<u>Time before arrival</u>	<u>Tasks</u>
_____	<b>3 Months</b>	Make announcements at club meetings, present PEP recruitment Power Point presentation for Home Host volunteers; Contact other local clubs
_____	<b>3 Months</b>	Distribute Home Host Information to interested parties
_____	<b>3 Months</b>	Begin contacting potential Home Hosts
_____	<b>10 Weeks</b>	Ask Home Hosts about available accommodations and dates
_____	<b>10 Weeks</b>	Gain commitments from at least 12 primary Home Hosts; Encourage them to fill out the CCI Home Host Biography Form on the CCI website (www,ccisf.org under "PEP Volunteer Resources"), or provide them with a hard copy
_____	<b>8 Weeks</b>	Send a list of Home Hosts to CCI Coordinator
_____	<b>8 Weeks</b>	Confirm at least 10 back-up Home Hosts
_____	<b>8 Weeks</b>	Remind all Home Host to complete Biography forms via the CCI website or fax hard copy directly to CCI Delegation Coordinator
_____	<b>7 Weeks</b>	All Home Host Biography Formsto CCI Delegation Coordinator
_____	<b>6 Weeks</b>	Inform CCI Delegation Coordinator of any Home Host restrictions (dates, gender or number of guests), and complete the Home Host Grid
_____	<b>4 Weeks</b>	Schedule Home Host Orientation and confirm Home Hosts participation
_____	<b>3 Weeks</b>	Provide Home Hosts with finalized schedules
_____	<b>Week of Arrival</b>	Conduct Home Host Orientation (present PEP Home Host Orientation Power Point Presentation)
_____	<b>On-going</b>	Inform CCI Delegation Coordinator of any Home Host changes



## 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, 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 12 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 will 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,  
Bellevue, 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*