



CENTER FOR CITIZEN INITIATIVES

Dedicated to Economic Reform in Russia

PRODUCTIVITY ENHANCEMENT PROGRAM

Media Coordinator 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 participants is based on both their business background and their position within their companies. It is important to understand that the delegates are business people that are directors of or started their companies. They wish to meet their American colleagues to understand what makes U.S. 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 PEP's 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 MEDIA COORDINATOR

- Participates in all committee meetings On-going
- Attracts attention to the program while promoting club activities and the club mission On-going
- Collects names and contact information of local media sources, via announcements in club and personal contacts **5 weeks before arrival**
- Reviews CCI's Press Packet and make suggestions 3 weeks before arrival
- Sends Press Packet to local media contacts or give names to CCI Delegation Coordinator to send Packets **2 weeks before arrival**
- Records the activities of the group in the community On-going
- Collects all media articles, videos, etc. and forwards them to PEP Program Assistant (especially original newspaper articles) **On-going**
- Stays in frequent contact with the Local Coordinator and, as needed, the PEP Program Assistant On-going
- Acts as a general trouble-shooter for any issues related to media On-going

TIPS FOR THE MEDIA COORDINATOR

- Make **preliminary contact** with local media for articles soliciting Home Hosts or Business Hosts. Coordinate with Local Coordinator, Home Host Coordinator and Business Training Coordinator, regarding the need for such articles.
- Keep in touch with the **Local Coordinator** and **Business Training Coordinator** to find out about last minute changes and exciting events which the media might want to cover.
- An **example CCI press release** is included at the end of this handbook. Your name and phone number will be listed on the press release as a local contact. This press release will be included within a press packet created by CCI which includes general information regarding CCI/PEP.
- You may find having an **electronic copy** of the press release helpful when sending it to reporters. If you have access to the Internet, CCI can **email** you a copy of the press release; unfortunately, due to cost, we cannot send press releases on disk.
- Some previous host clubs have chosen to provide delegates with either **scrapbooks or photo albums** as a farewell gift. These are also great documentation books for your club's archives.

"Opening our doors to the Russians gave us an understanding of another culture and a better appreciation of our own system."

-Wayne Robertson, Business Host, Private Schools, Lynnwood, WA

MEDIA CHECK LIST

<u>Check when completed</u>	<u>Time before arrival</u>	<u>Tasks</u>
_____	8 Weeks	Make announcement in club meeting for potential media contacts
_____	8 Weeks	Collect information and contacts for media
_____	6 Weeks	Secure donations for documentation tasks
_____	5 Weeks	Review CCI press release and send suggestions and changes to CCI Program Assistant
_____	2 Weeks	Send Press Packets to local media contacts <i>(or give CCI Program Assistant list and CCI will send)</i>
_____	During Visit	Document delegation's visit through photography and video recording
_____	During Visit	Collect all items related to delegation's visit
_____	Post-Visit	Send duplicates of photos and all other items related to delegation's visit to PEP Delegation Coordinator
_____	Post-Visit	Send donor names and addresses to PEP Program Assistant
_____	Post-Visit	Send all media articles, tapes, etc. to PEP Program Assistant



SAMPLE PRESS RELEASE

For More Information Contact:

Contact Name, Local Coordinator - **T#**

Contact Name, CCI San Francisco Delegation Coordinator - **T#**

THE RUSSIANS ARE COMING!!!

For Immediate Release

Date xx/xx/xx

San Francisco - A delegation of Russian **Marketing Directors** will be in the **West Memphis area from xx/xx/xx to xx/xx/xx**. The delegation is sponsored by the **West Memphis Rotary Club**. While in the area, the Russian delegates will receive training and advice in **American marketing practices and techniques** from their industry counterparts.

Thanks to the generous donation of time and effort on the part of the **West Memphis Rotary Club** training sessions have been arranged with a variety of top level **marketing experts** from public and private firms.

The Russian **Marketing Directors** will travel through **Arkansas** with a Russian Facilitator and professional Interpreter who will assist in the transfer of knowledge and ideas between the delegates and their American hosts. Members of the **West Memphis Rotary Club** as well as numerous other community volunteers will open their homes to the Russian delegates for their **three-week** stay in the US.

The upcoming program in the area has been organized through the Productivity Enhancement Program (PEP), which is administered by the Center for Citizen Initiatives (CCI), a non-profit, non-governmental organization based in San Francisco.

“PEP’s mission is to provide crucial management training to Russian small business owners and entrepreneurs in order to boost production of domestic goods and services. PEP directly targets private business owners in Russia because this sector is vitally important to the growth of a healthy market economy,” said Sharon Tennison, CCI founder and president.

Upon completion of PEP the Russian delegates will have documented everything they have learned and will then share their knowledge with their colleagues at home, offering seminars to their peers and participating in “PEP Fellows” business clubs. The intent is to create a multiplier effect, vital to promoting democracy along with sustainable economic growth that will lead to political stability.

PEP is funded by the Bureau of Educational and Cultural Affairs in the US Department of State, participant fees from the Russian delegates, and volunteer services by American civic organizations such as Rotary and Kiwanis. A modern version of the Marshall Plan that helped rebuild Europe after WWII, PEP is a citizen-driven project administered by CCI. Since its founding in 1983, CCI has successfully organized industry specific training for over 3,000 Russian business leaders through numerous business training programs. An indisputable leader in citizen diplomacy, CCI has established seven offices in Russia that are administered and staffed solely by Russian citizens who are working to establish strong business, cultural, and political relationships between the United States and Russia. As Sharon Tennison has stated, “At CCI we believe that if you want a job done well, you must ask the citizens to do it.”

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