



# CENTER FOR CITIZEN INITIATIVES

*Dedicated to Economic Reform in Russia*

**PRODUCTIVITY ENHANCEMENT PROGRAM**

## **Transportation 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

<b>Address:</b>	<b>Post Office Box 29912 San Francisco, CA 94129</b>
<b>Telephone:</b>	<b>(888) 729-7071 toll free, or (415) 561-7777</b>
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<b>CCI mobile phone:</b>	<b>(415) 516-0571 (for after-hours emergencies)</b>



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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 TRANSPORTATION COORDINATOR

	<u>Time before arrival</u>
• Participates in all committee meetings.	On-going
• Develops preliminary list of potential donors (vehicle and fuel) and drivers to contact	<b>3 Months</b>
• Contacts people for van, driving and fuel donations via announcements at club; sees if a member (or a useful contact) has a company that can donate a van and/or gas	<b>3 Months</b>
• Collects information on possible donors for fuel and/or vans (i.e., auto rental companies, airport shuttles, car dealerships, churches, synagogues, community centers, senior centers, local schools and universities, gas companies, etc.)	<b>3 Months</b>
• If still needed, solicits additional donations	<b>11 Weeks</b>
• Secures transportation and alerts Local Coordinator of arrangements	<b>6 Weeks</b>
• Makes sure that drivers and vehicles are properly insured. (See FAQ section below for further information).	<b>6 Weeks</b>
• Secures donations for fuel (via gas stations, individual donors, fund-raising, drivers, dealerships, etc.)	<b>6 Weeks</b>
• Coordinates with Local Coordinator and Home Host Coordinator to select a designated central meeting spot for weekday drop-offs and pick-ups for Home Hosts	<b>4 Weeks</b>
• Secures and schedules volunteer drivers for particular days/ weeks of the visit	<b>4 Weeks</b>
• Coordinates with the Business Training Coordinator daily plans and directions to the training sites	<b>2 Weeks</b>
• Makes sure that every driver has entire training schedule, along with contact names, addresses and phone numbers	<b>2 Weeks</b>
• Submits names and contact information of volunteer drivers and donors to PEP Delegation Coordinator so that letters of appreciation can be mailed	<b>On-going</b>
• Throughout the above steps, stays in frequent contact with the Local Coordinator as well as the PEP Delegation Coordinator	<b>On-going</b>
• Acts as a general trouble-shooter for any issues related to transportation	<b>On-going</b>
• Stays in frequent contact with the Business Training Coordinator to coordinate any potential changes to the schedule	<b>On-going</b>

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*“The direct exchange of knowledge provided by PEP has to be a plus in promoting understanding between Russia and the United States.”*

*-Gerald Parker, Transportation Coordinator, Subcontractors, Victoria, TX*

## TIPS FOR THE TRANSPORTATION COORDINATOR

- You will need transportation for 11 delegates, the PEP Facilitator, and the Interpreter, for a **total of 13** — plus the driver and any community members who may be accompanying the delegation during the training day.
- When recruiting volunteer drivers for a 15-person van, check with local officials to inquire about any **special licensing requirements**.
- Make sure that the drivers are available for the **full day**, as some days may involve several sites/stops. Make sure to meet with the business training coordinator to find out whether the day involves transportation other than the initial delivery and pick up.
- It is advisable to designate a **drop-off and pick-up point** where the van and drivers will pick-up and drop-off the delegates (e.g. committee member's home, library, church/synagogue, meeting hall, home, community center, Chamber of Commerce, etc.). This can save up to **2 hours** of driving time!!! This arrangement also provides a relaxing environment for the delegates and allows flexibility to accommodate the Home Hosts' work schedules, when needed.
- If possible, supply the driver with a **cellular/wireless phone**, in case there are any last minute emergencies or changes.
- If a business has provided the van or fuel, you might consider posting a **banner** on the vehicle, announcing the company — this is a great promotional tactic for businesses!
- Some past sponsors have had volunteer drivers use their **own vehicles** or pay for the gas on their driving day.
- It is highly advisable to have **back-up drivers** in case a driver is ill or needs to back out of his/her duties at the last minute.
- Drivers can also serve as **club representatives** during the training day (i.e. introduce the delegation and any accompanying Rotary members to Business Hosts).

### IMPORTANT NOTE ABOUT INSURANCE:

Please make sure that drivers and vehicles are properly insured. Although CCI provides coverage for the delegates, Facilitator, and Interpreter in the case of accidents or injuries, the PEP program mandate contains no provisions for covering liability, physical or property damage for drivers or donated, loaned, or rented vehicles. CCI cannot be held liable for damages in the case of accidents involving PEP volunteers.

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*“PEP training gave me an influx of new energy and clear ideas for new markets.”*  
*Aleksandr Grachev, Trucking and Shipping, Fostoria, OH*

## Frequently Asked Questions

Q. *If the hosting club decides to rent a vehicle, should they purchase optional insurance?*

A. CCI suggests you purchase optional insurance - liability, collision and comprehensive - offered by the rental company to absolve drivers of any liability for traffic-related incidents involving the rental vehicle. You should be certain that the insurance covers *all* of the designated drivers. **If the hosts decide not to purchase optional insurance, then the person who rented the vehicle will be liable.** Optional insurance packages vary among car rental companies, and driving rules and regulations vary from state to state. Therefore, please obtain the appropriate information pertaining to your specific situation.

Q. *If the vehicle is donated or on loan, whose insurance applies?*

A. Private party - If a private party loans a vehicle to the hosting club, the insurance of the owner of the registered vehicle will apply.

Organization - If the vehicle is donated by an organization such as a church or a Boy's and Girls Club, the existing insurance coverage on the vehicle will apply.

Auto dealer - If an auto dealer donates the vehicle, please check with such auto dealer to see what coverage they provide.

**CCI strongly encourages the hosting club to keep copies of the appropriate proof of insurance in the vehicle for easy access.**

Q. *Do Rotary International and Kiwanis International provide coverage for their respective clubs and members?*

A. Rotary International and Kiwanis International have liability insurance programs that provide third-party bodily injury and third-party property damage claims. This coverage is **excess** to any insurance coverage that is already in place on the non-owned, hired, leased or borrowed vehicle. For example, if your club borrows a vehicle, the insurance coverage already in place on such borrowed vehicle is the first layer of coverage. **Comprehensive and collision claims are excluded.** You can access more information on this program via Rotary International's web site and Kiwanis International's web site:

Rotary International: <http://www.rotary.org/newsroom/downloadcenter/support/insurance.html>

Kiwanis International: <http://www.kiwanis.org/lit/download.asp?id=52>



## TIPS FOR THE VOLUNTEER DRIVERS

- Call the businesses in advance to make sure that you have the **proper address** and date for the visit.
- Make sure that you have **directions** to each location. \*\*\*Maps and directions can be printed out from search engines and websites (Yahoo!, Mapquest, etc.) on the World Wide Web if you have access to the Internet.
- Prior to departing from any location, be sure to check with the Facilitator (Group Leader) that **all** of the delegates are present.
- Coordinate with the Facilitator, Transportation Coordinator, and Business Training Coordinator the **drop-off and pick-up spot**, along with times of departure.
- Check to make sure that you have enough **fuel**.



## TRANSPORTATION CHECK LIST

<u>Check when completed</u>	<u>Time before arrival</u>	<u>Tasks</u>
_____	<b>3 Months</b>	Create preliminary list of potential donors for fuel, driving and vehicle
_____	<b>3 Months</b>	Make announcement at club meeting to solicit participation and donation
_____	<b>3 Months</b>	Gather information on potential donors; contact potential donors
_____	<b>6 Weeks</b>	Secure transportation vehicle
_____	<b>6 Weeks</b>	Secure fuel donation
_____	<b>6 Weeks</b>	Secure insurance for vehicle and drivers
_____	<b>4 Weeks</b>	Schedule and confirm drivers
_____	<b>2 Weeks</b>	Coordinate logistics and directions with Business Training Coordinator
_____	<b>2 Weeks</b>	Distribute schedules to drivers
_____	<b>Post-Visit</b>	Send PEP Delegation Coordinator list of drivers and donors with their addresses so we can send letters of appreciation to everyone who helped out!

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*"Keep an open mind, get thoroughly involved- you'll have a blast!"*  
*-Doug and Barb Bishop, Home Hosts, Private Medical Clinics, Canton, OH*

## SAMPLE TRANSPORTATION SCHEDULE

### Monday, June 1st

- 8:00 - 8:15** Host Families drop off delegates  
Public Library
- 8:30** Pick up Delegates at Public Library - Go to Asheville Packing Company  
DRIVER: Joe Walters 842-4400 (Back-up Driver: Alice Steinhoff 924-1140)
- 9:00 - 3:30** Seminar  
**Asheville Packing Company**  
Host: John Alston  
100 Packard Street, Asheville • (504) 944-1408
- Directions to be provided by John Days (Transportation Coordinator)
- 3:45** Pick up Delegates at Asheville Packing Company (Front Entrance) - Go To Public Library
- 4:00 - 5:00 pm** **Daily Brainstorming / Documentation Session**  
Public Library
- 5:00 pm** Host families pick up delegates at Public Library



### Tuesday, February 17

- 8:00 - 8:15** Host families drop off delegates  
Public Library
- 8:30** Pick up Delegates at Public Library - Go to Cadwalter Industries  
DRIVER: Alice Steinhoff 924-1140 (Back-up Driver: Steve Yaunkowsky 925-2284)
- Directions to be provided by John Days (Transportation Coordinator)
- 9:00** Site Visit  
**Cadwalter Industries**  
Host: Ralph Cannon, President  
362 Depot Street, Asheville • (504) 831-3894
- 3:45** Pick up Delegates at Cadwalter Industries (Depot St. entrance) - Go to Public Library

4:00 - **Daily Brainstorming / Documentation Session**  
5:00 pm Public Library

5:00 pm Host families pick up delegates at Public Library



### Wednesday, February 18

8:00 - 8:15 Host families drop off delegates  
Public Library

8:30 Pick up Delegates at Public Library - Go to Western Carolina Industries  
DRIVER: Alex Ekert 522-4029 (Back-up Driver: Joanie Owter 424-9200)

Directions to be provided by John Days (Transportation Coordinator)

9:15 - **Management Conference**  
12:30 Host: Lenny Hass (423-5890)  
Western Carolina Industries conference room (39 State Street, Asheville • 420-5902)

12:45 -1:45 Pick up Delegates at Western Carolina Industries travel to Wendy's (State Street Location) for lunch

2:00 Leave Wendy's to go to City Hall

2:15 **Meeting with Mayor Brooks**  
City Hall  
Contact: Susan Levy (Mayor Brook's Assistant - 420-4992)

3:00 Pick up Delegates at City Hall - go to Public Library

4:00 - **Daily Brainstorming / Documentation Session**  
5:00 pm Public Library

5:00 pm Host families pick up delegates at Public Library

### Thursday, February 19

8:15- 8:30 Host families drop off delegates  
Public Library

8:45 Pick up Delegates at Public Library - Go to Milkco, Inc.  
DRIVER: Alex Ekert 522-4029 (Back-up Driver: Joanie Owter 424-9200)  
  
Directions to be provided by John Days (Transportation Coordinator)

9:00 Site Visit  
**Milkco, Inc.**  
Hosts: Ralph Gardner, President  
220 Deerview Road, Asheville • (504) 295-4809

3:45 Pick up Delegates at Milkco (Main Entrance) - go to Public Library

4:00 - **Daily Brainstorming / Documentation Session**  
5:00 pm

5:00 pm Host families pick up delegates at Public Library

### **Friday, February 20**

8:00 - 8:15 Host families drop off delegates  
Public Library

8:30 Pick up Delegates at Public Library - Go to WNC Farmers Market  
DRIVER: David Burnette • 420-5309 (Back-up Driver: Ian Derling • 244-5522)  
  
Directions to be provided by John Days (Transportation Coordinator)

9:00 Site Visit  
**WNC Farmers Market**  
Hosts: Mike Ferguson (Market Manager) and David Massey (Marketing Specialist)  
570 Brevard Road, Asheville • (504) 295-4422

12:15 Pick up Delegates at WNC Farmers Market - Go to Best Western of Asheville

12:30 - *Lunch with Rotary Club of Asheville*  
1:30 Best Western of Asheville • 144 Asheville Street • (504) 225-1449  
Contact: Lee Vetta (504) 244-0515

1:45 Transport Delegates to Oakland Foods  
  
Directions to be provided by John Days (Transportation Coordinator)

2:00 Site Visit  
**Oakland Foods**  
Host: Mark Matthews, President  
140 Tappan Street, Asheville • (504) 249-0011

3:45 Pick up Delegates at Oakland Foods - Go to Public Library

4:00 - **Daily Brainstorming / Documentation Session**  
5:00 pm Public Library

5:00 pm Host families pick up delegates at Public Library

## 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.



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*“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*

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### 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.

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*“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*




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#### 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.



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*"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*

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