



PROJECT NOTIFICATION

Reference No.: 434

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| Date of Issue | 10 July 2024 |
| Project Code | 24-CL-31-GE-WSP-A |
| Title | Workshop on Labor–management Relations in the Digital Era |
| Timing | 26 November 2024–29 November 2024 |
| Hosting Country(ies) | Republic of Korea |
| Venue City(ies) | Seoul |
| Modality | Face-to-face |
| Implementing Organization(s) | Korea Productivity Center |
| Participating Country(ies) | All Member Countries |
| Overseas Participants | 19 |
| Local Participants | 6 |
| Closing Date | 26 September 2024 |
| Remarks | Not Applicable |

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| Objectives | Examine the current status of and issues in labor–management relations in the digital era in APO members; identify the roles of different stakeholders in promoting harmonious labor–management relations for productivity improvement; and explore the policy implications of digital technologies in promoting labor–management relations. |
| Rationale | According to the ILO (2022), the diffusion of digital technology into nearly every business and workplace is reshaping the world of work. The way that work is conceptualized and how people perform their jobs have been altered and transformed by digitalization with increased speed of business processes, reduced transaction costs, and increased efficiency of resource use. |
| Background | <p>Driven by advanced technology, conventional work styles requiring high labor intensity have shifted toward less physical interaction. Employers and employees no longer need to be under the same roof, which was exacerbated by the COVID-19 pandemic. Due to these changes, labor–management relations have become more complex and challenging. The rise of remote work and flexibility, the gig economy, and freelancing create new challenges for both employers and employees in sustaining productive labor–management relations and leveraging digital technology for productivity.</p> <p>The APO has promoted labor–management relations to improve employee motivation, treatment, benefits, and labor practices in a competitive environment. This workshop will revisit the changes that have occurred in many workplaces with digitalization, explore their implications for workers’ well-being and working conditions, and assess new challenges for policy interventions.</p> |
| Topics | Digitalization and labor–management issues; Managing workplaces in the digital era; Strengthening labor–management relations in the digital era; Labor productivity performance in the digital era; and Best practices of labor–management relations in the digital era. |
| Outcome | Understanding of the impact of digitalization on labor–management relations, along with common issues and challenges, and proposals on how to advance the relationship between employees and management of organizations in the digital era. |
| Qualifications | Government officials, representatives of industry associations and trade unions, and NPO staff working on labor–management issues and training and consultancy services relating to digital workplaces. |

Please refer to the implementation procedures circulated with this document for further details.



Dr. Indra Pradana Singawinata
Secretary-General

**IMPLEMENTATION PROCEDURES FOR APO FACE-TO-FACE PROJECTS
(MULTICOUNTRY PROJECTS WITH LOCAL IMPLEMENTATION COSTS
COVERED BY THE APO)**

1. Modality of Implementation

- a. The sessions will be conducted face-to-face.
- b. The duration of each day's sessions will be around eight hours.
- c. The detailed program and list of resource persons will be provided at least one month prior to the program with announcement of the names of the selected participants, followed by information on the logistic arrangements.
- d. Participants are required to attend all sessions. This full participation is a prerequisite for receiving the APO certificate of attendance.

2. Financial Arrangements

i. To be met by the APO

- a. All assignment costs of international resource persons and honoraria for up to two local resource persons.
- b. Airfare
 - Round-trip discounted economy-class international airfare by the most direct route between the international airport nearest to the participants' place of work and project venue for the arrival date one day prior to project commencement and departure date one day after project completion.
 - The above does not apply to participants from large, profit-making organizations attending training courses or observational study missions, except for those from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.
 - Arrangements for air tickets for participants will be made by designated travel agents endorsed by NPOs.
- c. Hotel accommodations and per diem allowances for international participants from one day prior to project commencement until the final day of the project.
- d. Meeting packages, including refreshments.
- e. Financial support for hotel accommodations and meeting packages is USD120/night for all members except for the ROC, Japan, ROK, and Singapore, which is USD170/night. The per diem rate is USD35/participant/day in all members.

ii. To be met by participants

- a. Airfare
 - Round-trip international airfare for participants from large, profit-making organizations attending training courses or observational study missions, except for those from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.
 - Any expenses incurred for stopovers on the way to and from the project venue as well as for extra stay at the project venue before and/or after the official project period because of

early arrival or late departure, for example, due to either limited available flights or any other reason.

b. **Participating Country Expenses**

- The flat rate of USD200.00/person applies for participants from large, profit-making organizations attending training courses or observational study missions.

c. **Travel-related Expenses**

- Travel insurance with adequate coverage as may be required by the host country but not less than a minimum coverage value of USD10,000.00 to cover accident, illness, hospitalization, death, and flight rescheduling/cancellation, if applicable. Participants are required to submit copies of insurance certificates to the APO Secretariat prior to departure.

d. **Cancellation Charges**

- Any cancellation charges for airfare and hotel accommodations arising from withdrawal of participation after letters of acceptance have been issued by the APO.

iii. **To be met by the NPO/implementing organization**

- Transportation expenses of participants between the airport and hotel designated for the project and site visits, if any.
- All other local implementation costs.

3. Actions by Participating Members

- a. Each NPO should nominate three or more candidates in order of preference for observational study missions, training courses, and workshops, and five or more candidates for conferences.
- b. All nominations must be endorsed by an APO Director or Alternate Director and submitted by a Liaison Officer (LO) or designated officer. Self-nominations will not be accepted.
- c. Nominations should reach the APO Secretariat before the deadline.
- d. Each nomination must be accompanied by the APO biodata form and uploaded to Fleekdrive by NPOs. LOs are requested to notify the APO Secretariat once biodata forms have been uploaded. The biodata form is available on the APO website.
- e. If a selected participant becomes unable to participate, the NPO concerned should inform the APO Secretariat and host country promptly.
- f. Requests for the reimbursement of local implementation costs must be submitted to the APO Secretariat within one month of project completion with all required documentation.

4. Actions by the APO Secretariat

- a. Selection of candidates will be at the discretion of the Participant Selection Committee of the APO Secretariat.
- b. Selection of candidates will be completed and announced at least one month prior to the start of the project.
- c. Slots that become available due to withdrawal of a selected candidate(s) or lack of nominations by a member country may be filled by alternates to be selected on a merit basis.
- d. The APO Secretariat will inform NPOs of the final program one month prior to commencement.

5. Requirements of Participants

i. **Predeparture**

a. Passport

Please ensure the validity of the passport and its expiration date.

Please note that some countries require the passport to be valid for at least six months after entering the country before granting a visa or allowing entry. It is also important to ensure that a sufficient number of unused pages remains.

b. Visa

Please submit the APO Letter of Acceptance to the relevant authorities when applying for a visa.

Please ensure that the visa is specifically for the purpose of participating in the APO project, is valid for the entire duration of the project, and is not a tourist visa. Failure to obtain the correct visa may result in denial of entry. In that unfortunate event, either the individual or the individual's organization must bear the travel costs incurred.

c. Travel Arrangements

The arrangements for the purchase of air tickets will be made by NPOs. Air tickets will be for the most direct route between the international airport nearest to the participants' place of work and the international airport nearest to the venue of the project.

Round-trip discounted economy-class air tickets will be arranged for international participants who are attending multicountry projects, as specified in Item 2.i.b.

ii. Arrival at the Project Venue

a. Timing of Arrival

Participants should arrive one day before the commencement of the project and depart one day after project completion. Early arrival or late departure is not permissible, unless due to unavoidable reasons such as flight availability. Consultation with APO Secretariat is necessary for this.

b. Arrival at the Airport

Upon arrival at the international airport in the project venue, participants must follow all the procedures set by the host country. The APO Secretariat will give updates on those procedures in Project Circular Letters.

Transport from the airport to the project hotel may not be arranged by the host NPO/implementing organization. Please refer to the Project Circular Letter issued prior to project commencement.

If participants' luggage is lost or misplaced, it should be reported immediately to the airline concerned and the host NPO/implementing organization.

c. Accommodations

The NPO/implementing organization in the host country will make hotel accommodation arrangements for international participants during the project. All are required to stay in the designated hotel(s) with other participants.

The APO will meet the costs of hotel accommodations for international participants. Phone calls, consuming mini-bar items, and laundry and other services are not included.

d. Per Diem Allowances

The APO will provide per diem allowances for international participants. No other allowances (such as for books, clothing, or excess baggage) will be paid.

The per diem allowances are provided for the project period, starting from one day before commencement to the final day of the project. No additional allowances will be paid for early arrival or late departure.

iii. During the Project

- a. Participants must attend all sessions of the project. Participants unable to attend any of the sessions due to health or an emergency must consult the APO Secretariat or NPO/implementing organization staff in advance or as soon as possible.
- b. Participants should not bring family members for the duration of the project.
- c. Participants are not allowed to engage in personal business activities while the project is in progress.
- d. Participants must follow the instructions of moderators/presenters in asking questions, joining discussions, and answering questions.
- e. Participants must follow all instructions, health protocols, and standard operating procedures (SOPs) of the host country/NPO/implementing organization.
- f. Participants should wear appropriate business attire during project sessions.