



Oficina Internacional del Trabajo

CINTERFOR

Title	SYMAPRO in Cuba: Sugar sector
Country	Cuba
Geographical scope	National
Related agents	<ul style="list-style-type: none"> • Ministry of Labour and Social Security of Cuba (MTSS) • Institute of Labour Studies and Research (Spanish acronym IEIT) • ILO Office for Mexico and Cuba • International Training Centre of the ILO (Turín - ITC/ILO) • Enterprises of the sector
Objectives	Consolidate, in the sugar industry, the development of social dialogue in competence management, occupational safety and health as well as social welfare and incorporation of gender approach, deepening and extending the experiences aimed at sustainable improvement of productivity and decent work practices.
Target audience	Enterprises of the tourism sector
Description	<p>In 2000 the Ministry of Labour and Social Security of Cuba, through the Institute of Labour Studies and Research and with the collaboration of the ILO, began the application of the SYMAPRO methodology in a sugar enterprise “30 de Noviembre”, belonging to the Agroindustrial Enterprise Group Pinar del Río.</p> <p>During these years, some actions have been developed:</p> <ul style="list-style-type: none"> • Creation of the Working Group for the Development of Human Capital, with emphasis on the use of SYMAPRO and labour competencies, made up of managers and specialists from the Central Agency of the Sugar Ministry and 6 leading enterprises in the application of these tools. • Annual workshops to present and share the results of the work developed and applied in the companies with the application of SYMAPRO and the elaboration of labour competence standards. • Systematic participation in courses and workshops aimed at developing new knowledge related to these topics or consolidate the already acquired ones. • SYMAPRO methodology is incorporated in courses for HR managers and production areas and in annual courses for specialists of MINAZ enterprises that serve the labour organization as part of human resource management. • Participation in national seminars on quality and productivity sponsored by the Ministry of Labour and Social Security and the National Standards Bureau. • Development of free software that will provide updated statistics on the behaviors of the SYMAPRO application.
Key factors	<ul style="list-style-type: none"> • Competence-based training. • Promoting decent work. • Measurement of productivity.
Outcome	<ul style="list-style-type: none"> • It has encouraged the active and effective participation of workers in detecting and solving technical and organizational problems in their area. • It strengthened the cohesion of the groups that make up the

	<p>production processes.</p> <ul style="list-style-type: none"> • The worker understood his specific contribution to increase productivity, and therefore the efficiency of the organization. • Habits of good manufacturing practices, generally absent in fabric culture have been incorporated. • Decrease in accident rates and increase labour and technological discipline. • Production and efficiency indicators of the processes in which the system was implemented have improved. • Monthly income of workers was increased as a result of improved production results. • It has laid the groundwork for the implementation of ISO standards in the mill. • Wage increase for compliance with SYMAPRO indicators by linking them to pay for the results of the work.
Contact information	<p>ILO/Cinterfor Web: http://www.oitcinterfor.org</p>