

SYMAPRO CARIBBEAN WORKSHOP





SYMAPRO

Phase 1:

Objectives, Baseline and Working Climate

Phases



- 1. Objectives, Baseline and Working Climate
- 2. Integration and Marathon of Improvement
- 3. Integrated Measurement
- 4. Feedback and Training Capsules
- 5. Core Competencies
- 6. Preparing STAG
- 7. Training of STAG-Facilitators
- 8. Competency Standard: National or Company
- 9. Training and Certification of Assessors
- 10. Assessment and Certification of Workers
- 11.Competency based Compensation
- 12.Results and Impact Assessment

Objectives

COMPANY

- Mission
- Vision
- Values Philosophy
- Baseline
- Targets

SYMAPRO

- Mission
- Vision
- Values Philosophy
- Baseline
- Targets



Example

Baseline: Indicators and Targets

			Target	
Indicator	2011	2012	2012	2015
Working Climate - Productivity (Engagement) - Decent Work				
Accidents - Injuries Rate - Injuries Severity				
Environmental Impact: - Water use - Emissions				
Training: - % people without basic education - Training hours x unionized/non unionized worker - Certified workers				
Absenteeism - Illness - Permission - Without justification				
Sickness: Psychosocial and General Diseases - Alcoholism - Drugs - Diabetes, Cardio, High Blood Pressure				
Quality - Client complaints - Audits incompliances (ISO, Clients, others) - GMP – HACCP				
Idle Time - Production Process				
Energy - K-watt				
Compliances - Environmental - OHS - Others ()				
Recognitions: - Middle management recognized - Workers recognized				

-5



Concept

"Meanings that people attribute to their jobs, colleagues, leaders, salaries, performance expectations, promotion opportunities, equal treatment, etc."

Working Climate Survey

	STRUCTURE WORKING CLIMATE SURVEY									
WC	ProductivIty		Decent Work							
Dim	Compromise	Motivation	Learning	Communication	Participation	OHS	Compensation	Wellbeing at Work	Gender	Labor Relation
L			Individual Questions 3-10 3. I learn every day new and better techniques to perform my work 4. I can communicate mi needs to the right persons to attend them 5. I can influence the decisions related to my work 6. I can perform my work in a safe, healthy and confortable way 7. feel recognized in my work 8. I am satisfied with the quality of the basic services (fresh water, toilets, dressing room, eating room) 9. I can combine working time with time spend to family and personal life 10. I can express my opinion openly to my colleagues and chiefs							
E L			11-12 Questions 13-20 13. Team work is stimulated and workers are trained in working that way 14. Supervisors/managers communicate the company/firm needs properly 15. My work group gives solutions to problems and carry them out ves me 16. Workers integrity is first before production targets for supervisors and managers							
	Organization Question 21. The rules an the company adrequired change 22. Exist an ope in the company deploy their creations.	d systems of apt easily to s n environment for workers to	Organizational / Company Questions 23-30 23. Time, resources and feedback are available for training 24. The values, objectives and targets of the company are well communicated 25. The company stimulates cooperation and generation of improvement proposals 26. The company cares about safe and healthy working conditions 27. Benefits are shared with the workers when targets are surpassed 28. The company hires disabled workers 29. The company hires workers without any distinction (gender) 30. The company is honest in accomplishing agreements celebrated with the workers							

Working Climate Survey

DIMENSIONS

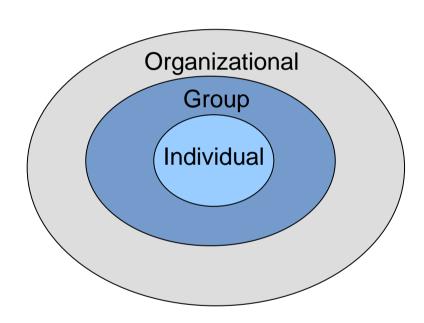
Productivity:

- Motivation
- Commitment

Decent Work:

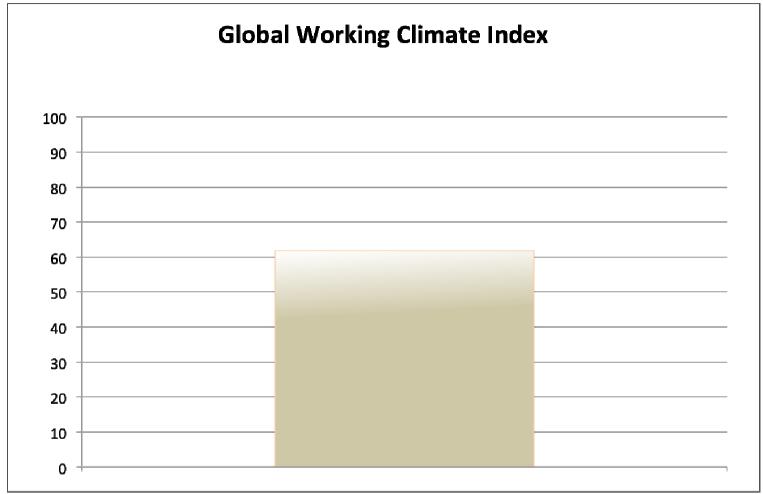
- Learning
- Communication
- Participation
- OHS
- Compensation
- Wellbeing at Work
- Gender
- Labor relation

LEVELS



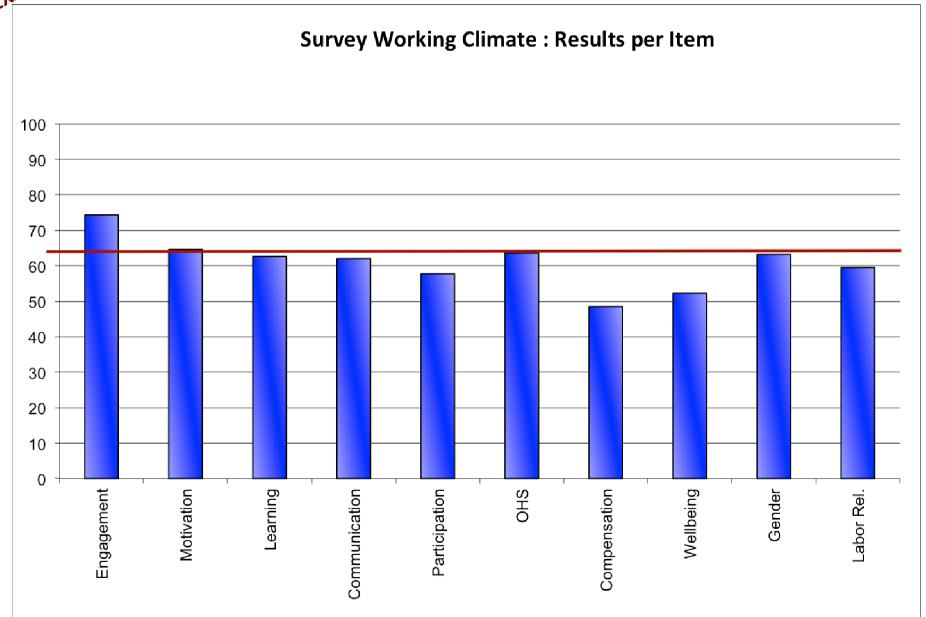
Working Climate Survey: Applications

EXAMPLE

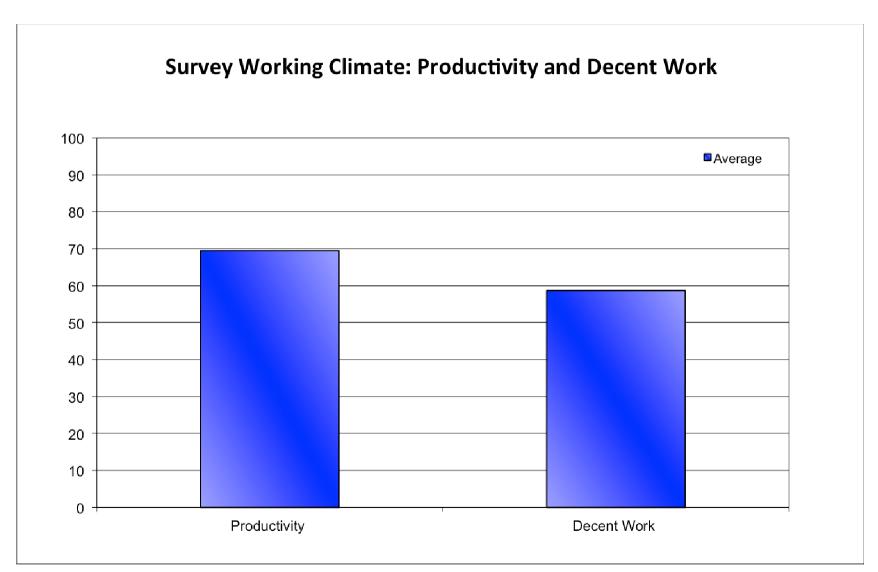


Result: 61 Points

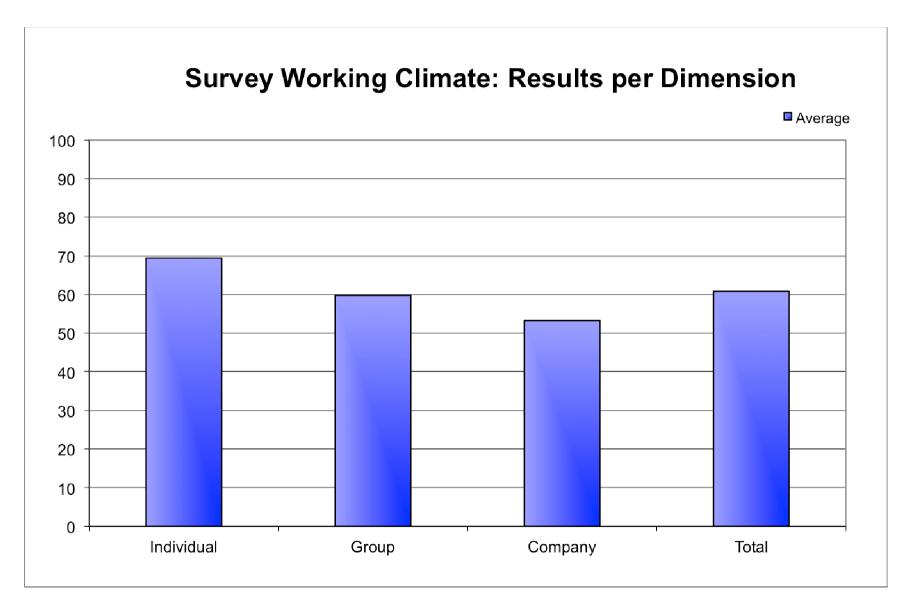
EXAMPLE













Strenghts

	Answers with Highest Scores	Max 100
1	I am proud of working for this company	84
2	My job is interesting and challenging	83
3	I learn every day new and better techniques to perform my work	80
4	People are compromised in my working team	88
5	I can perform my work in a safe, healthy and confortable way	75

EXAMPLE

Weaknesses

	Answers with Lowest Scores	Max 100
1	The company hires disabled workers	31
2	Benefits are shared with the workers when targets are surpassed	40
3	My work group is recognized when expected targets are surpassed	43
4	Exist an open environment in the company for workers to deploy their creativity	48
5	The company stimulates cooperation and generation of improvement proposals	50
6	Time, resources and feedback are available for training	52
7	I am satisfied with the quality of the basic services (fresh water, toilets, dressing room, eating room)	52
8	The jobs in my department can be done indistinctly by man or women	53
9	My supervisor/manager is very interested in our opinion	54

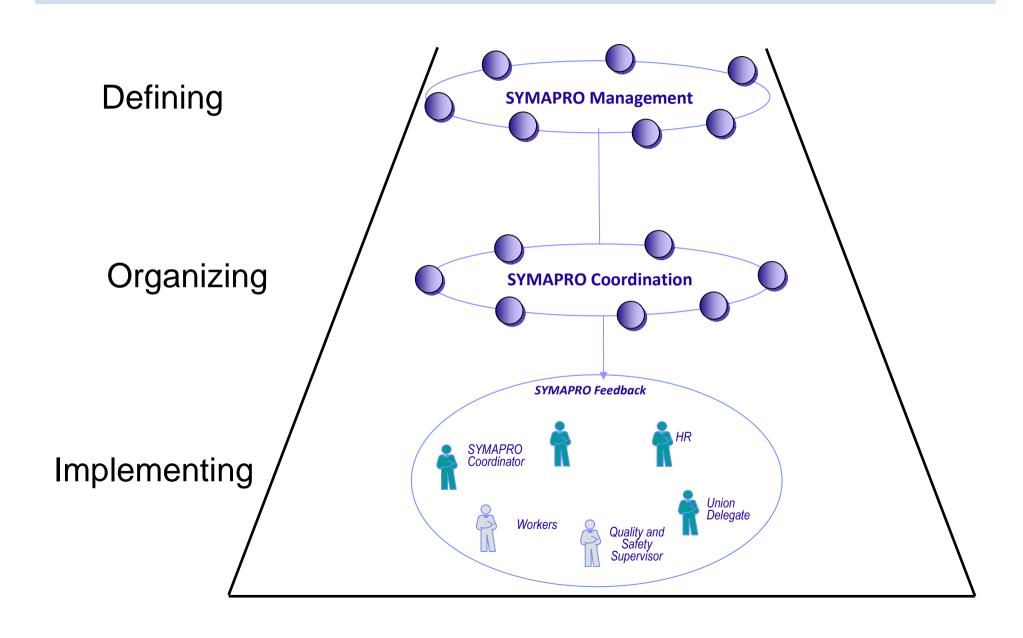
Comments

-AP	
EN	
1	Better tools are required to improve performance and safety of the workers
2	More communication between the employees of the company to improve general performance
3	Improve the toilets of the plant and provide enough personal protection equipment
4	Prepare better the setting of the boilers to avoid contamination and improve the safety of the workers
5	Improve communication between the workers and managers of each shift
6	Improve the risk prevention signs and equipment (fire-hose); evacuation routes
7	I like to work in this company. However, we need more training support
8	Give more opportunities to women and treat them with respect
9	Lack of personal protection equipment: goggles, masks, shoes
10	The company sustains its policies and compensations despite the economic crisis



INSTITUTIONAL MODEL

Management Structure SYMAPRO



Thank you!

