



# **SYMAPRO CARIBBEAN WORKSHOP**

Jamaica, March 19-23

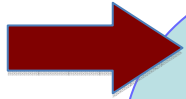
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## **SYMAPRO**

### **Phase 1:**

## **Objectives, Baseline and Working Climate**

# Phases

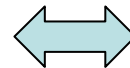


1. Objectives, Baseline and Working Climate
2. Integration and Marathon of Improvement
3. Integrated Measurement
4. Feedback and Training Capsules
5. Core Competencies
6. Preparing STAG
7. Training of STAG-Facilitators
8. Competency Standard: National or Company
9. Training and Certification of Assessors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



**Baseline**

## Example

## Baseline: Indicators and Targets

Indicator			Target	
	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				



Working climate

## Concept

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



Working Climate Survey





# Working Climate Survey

## DIMENSIONS

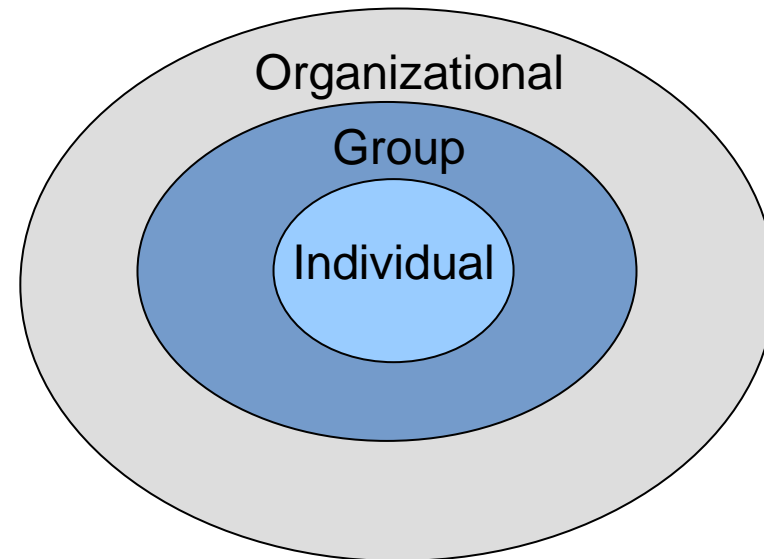
### **Productivity:**

- Motivation
- Commitment

### **Decent Work:**

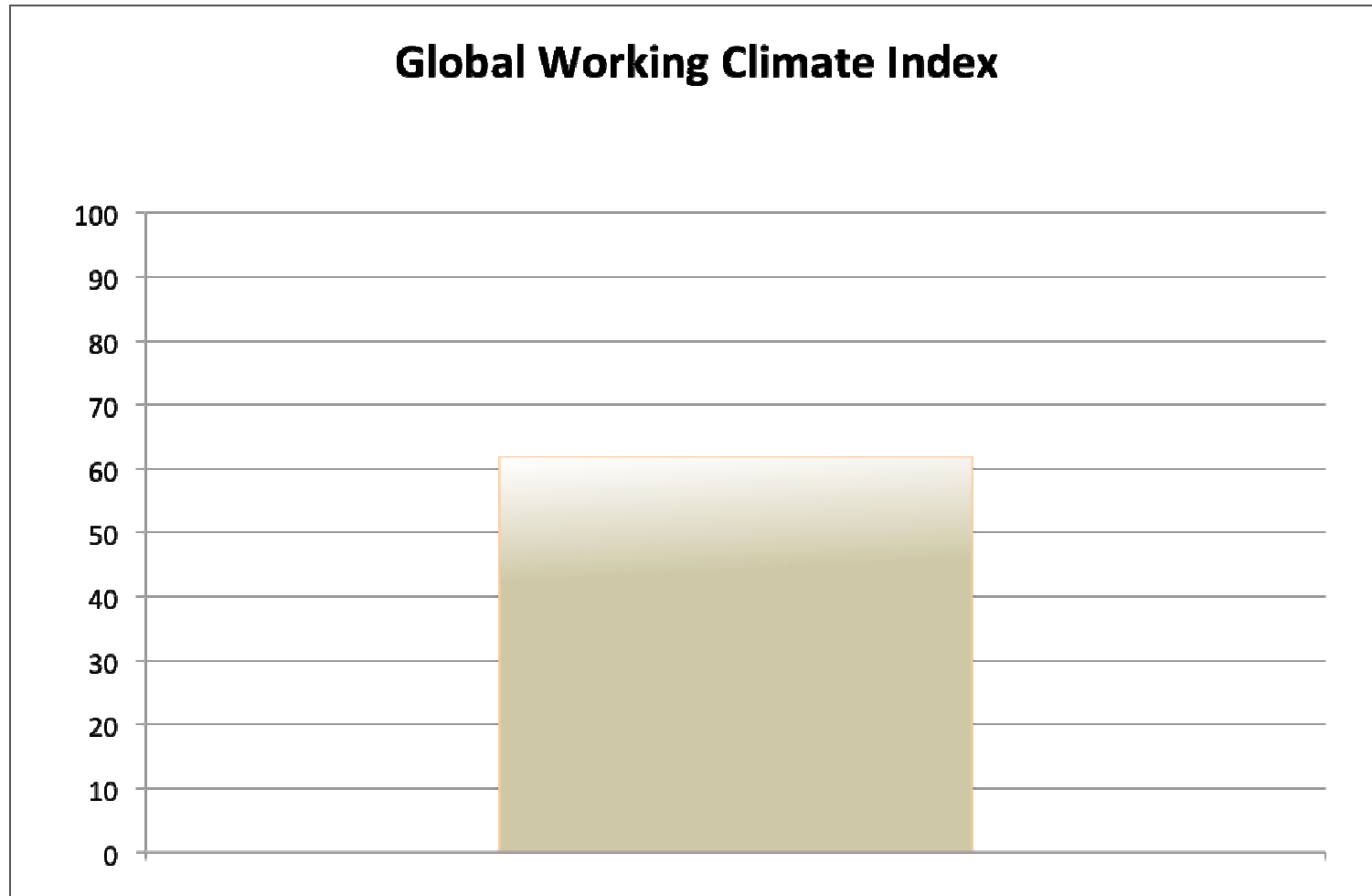
- Learning
- Communication
- Participation
- OHS
- Compensation
- Wellbeing at Work
- Gender
- Labor relation

## LEVELS



# Working Climate Survey: Applications

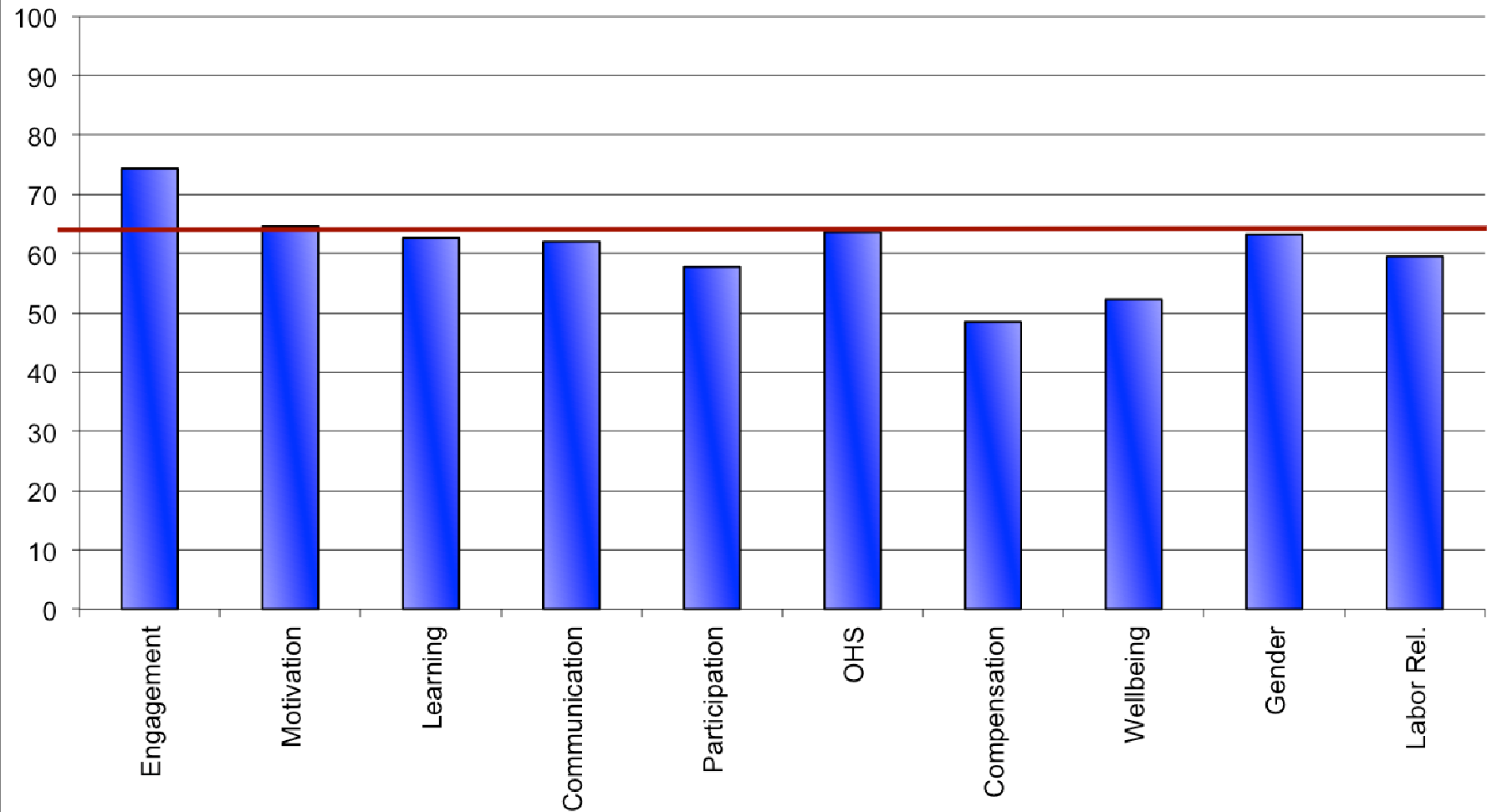
**EXAMPLE**



Result: 61 Points

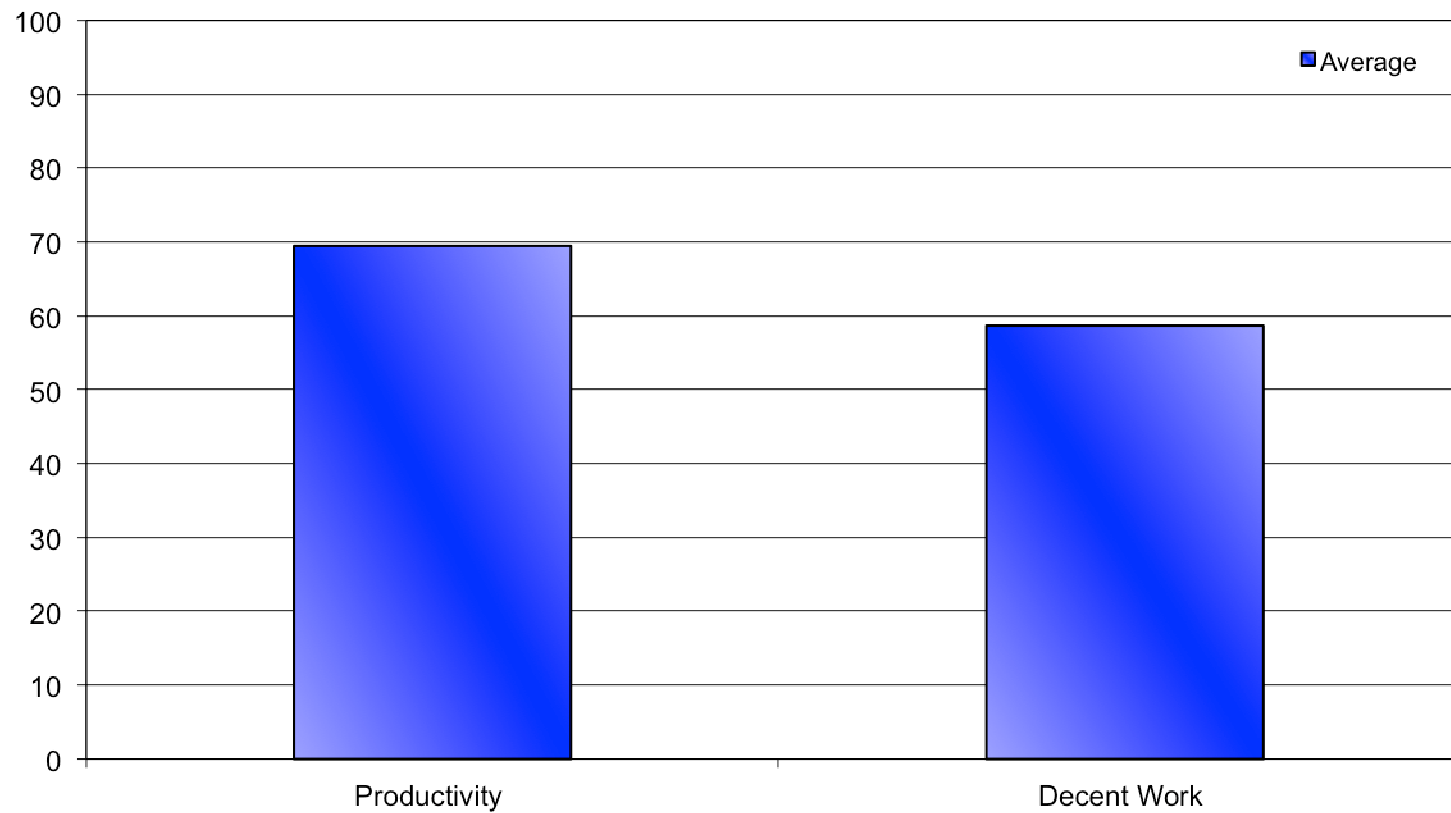
EXAMPLE

Survey Working Climate : Results per Item



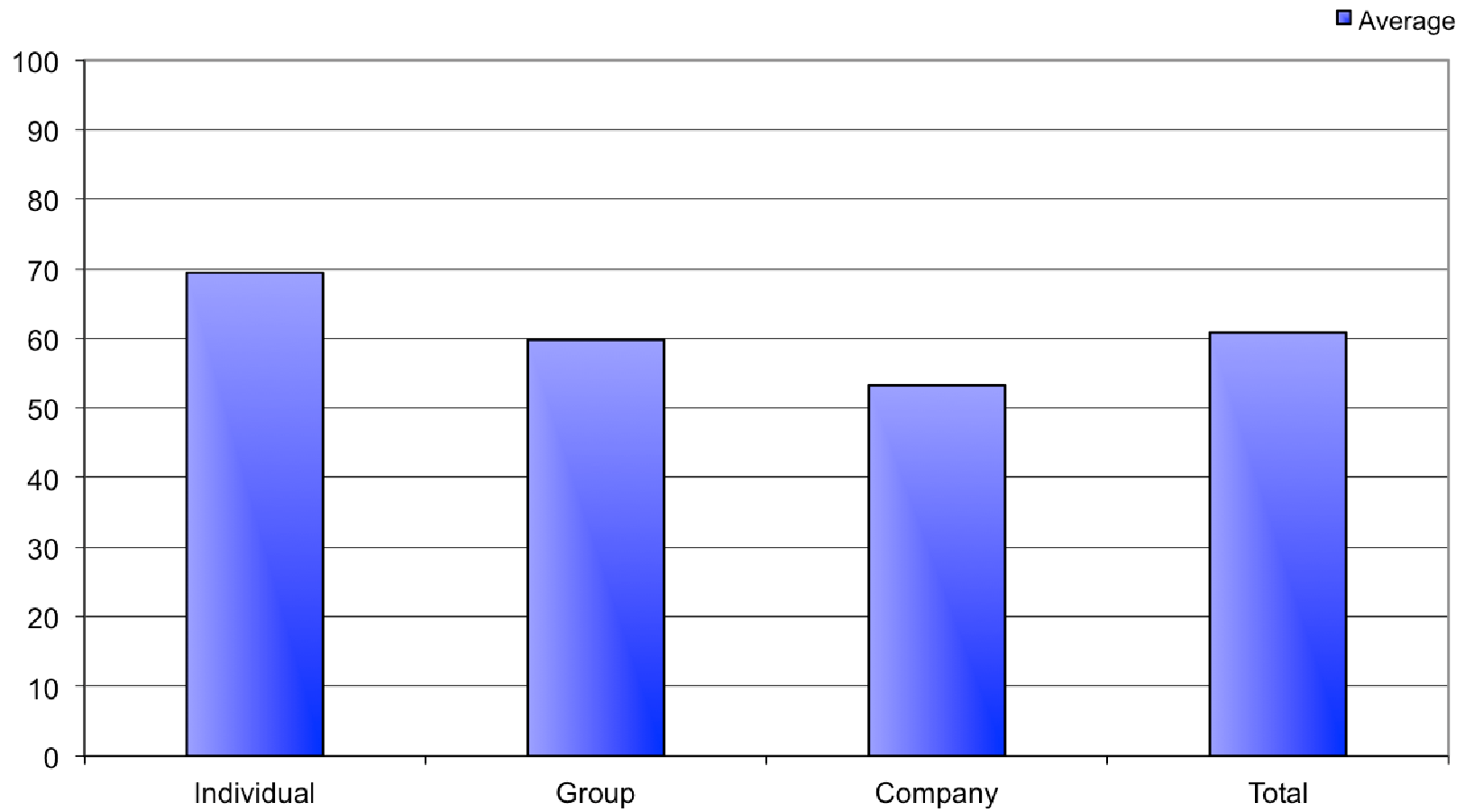
**EXAMPLE**

### Survey Working Climate: Productivity and Decent Work



**EXAMPLE**

## Survey Working Climate: Results per Dimension



**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 comfortable 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

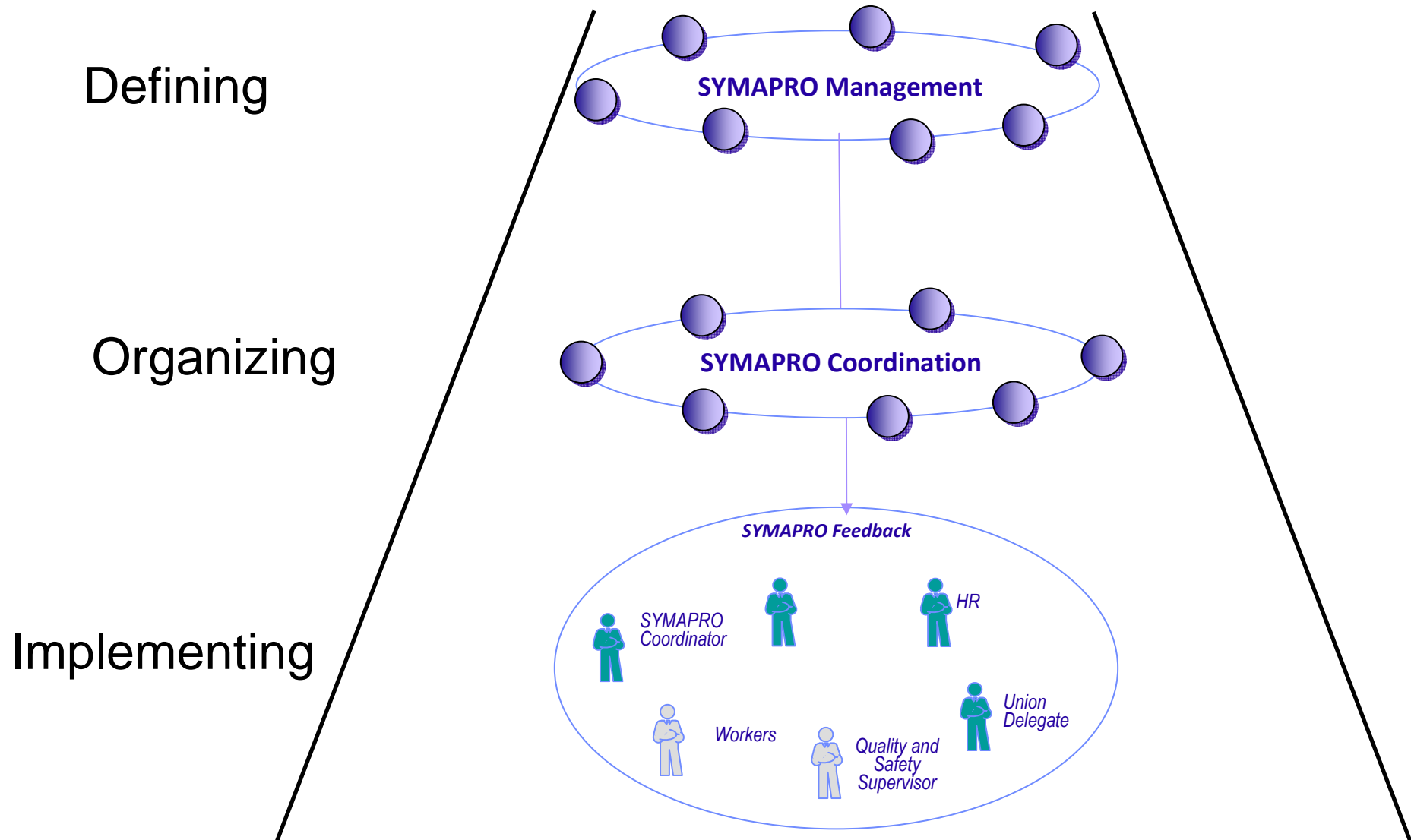
EXAMPLE

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!

