



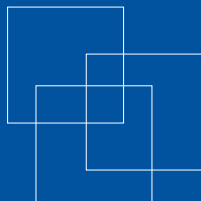
International  
Labour  
Organization

Organisation  
internationale  
du Travail

Organización  
Internacional  
del Trabajo



PROGRAMME  
**SIMAPRO**  
SYSTEM FOR INTEGRATED MEASUREMENT AND ADVANCE OF PRODUCTIVITY



# *Social Dialogue in Action*



# **SIMAPRO**

**A PHILOSOPHY**

**A METHODOLOGY**

**A MODEL**

**A TOOL**

**AN INSTITUTION**

## WHAT IS SIMAPRO?

It is Social Dialogue in Action:

- Promotes Social Innovation.
- Enables dialogue between managers, middle managers, workers and unions.
- Leads towards mutual compromises for improving productivity, working conditions and equality in organizations.

## THE SIMAPRO PHILOSOPHY

- Emphasises bottom-up communication of problems and solutions.
- Enhances collective ambition and intelligence.
- Focuses on permanent innovation.
- Develops open and user-friendly learning-networks.

# SIMAPRO'S METHODOLOGY

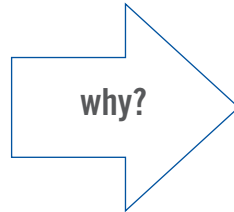
## ***SIMAPRO is:***

Flexible

Integrated

Inclusive

Permanent / continuous learning

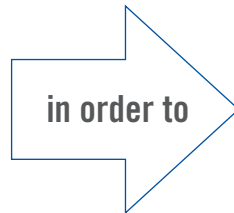


- *It can be incorporated into any organization regardless of the organization's situation, size or sector.*
- *It is intended to not only improve efficiency and quality but also give equal importance to the working conditions and attitudes of all personnel.*
- *Personnel from all levels participate proactively for the realization of objectives taking into account group reflections and progress indicators.*
- *Involvement and continuous improvement never cease through the cyclical organization of the programme.*

## ***SIMAPRO implies:***

Low cost

Collective agreement  
regarding objectives

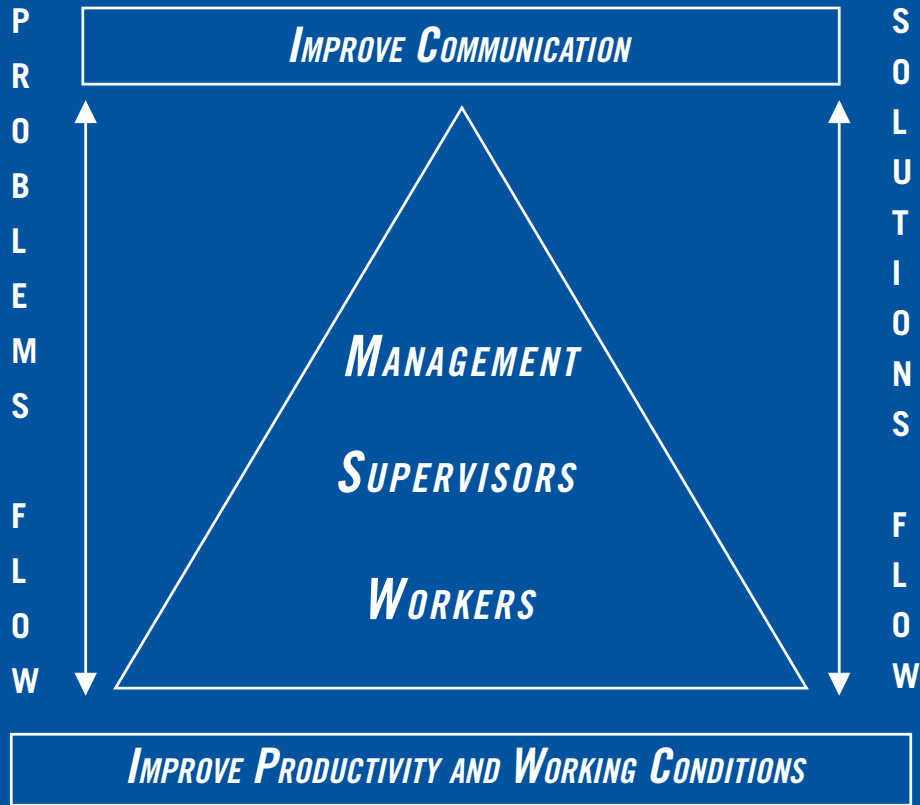


- *Obtain a positive return on investment and favour organisations competitiveness.*
- *Measure advances towards established goals.*



## ***SIMAPRO proposes:***

- *Encouraging Decent Work.*
- *Breaking down vertical hierarchies in order to enable information to flow from the bottom up.*
- *Adapting to new contexts and improving with experience.*
- *A change in work culture.*



# SIMAPRO-MODEL




Organizational improvements are achieved through the permanent training of employees under a model of labour competencies and periodic meetings for reflection. These meetings are based upon continuous social dialogue between all those involved. The dialogue consists of consultation and constructing agreements for the improvement of processes and working conditions.

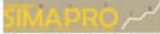

As its methodological process, SIMAPRO promotes a focus on ILO recommendation 195 relating to human resource development. This recommendation stresses the need to create permanent learning mechanisms within organizations.

# SIMAPRO-TOOL

Contribuir a la cosecha de caña con eficiencia, calidad y en condiciones de Trabajo Decente



**GAEC**  
Ayudando a prevenir y erradicar el trabajo infantil



Esta Guía me pertenece, y es algo muy importante para mí. Si por alguna razón se extrae y llega a tus manos por favor hámela llegar a mi lugar de trabajo

Mi nombre es: \_\_\_\_\_

Organización Internacional del Trabajo  
Trabajo Decente para Todos

SIMAPRO is a management tool focused on improving productivity and Decent Work.

The basic steps are:

## ***1. THE VISUALIZATION OF PROBLEMS AND SOLUTIONS:***

Company personnel identify technical problems, capabilities and communication issues and their possible solutions.

## ***2. ASSESSMENT:***

Personnel and managers jointly form objectives, indicators, and goals in relation to efficiency, quality, working conditions and ecology. SIMAPRO allows for the summing of indicators of different types in one single index of productivity, expressed in terms of effectiveness. The easy understanding of this index helps motivate personnel and results in a learning environment.





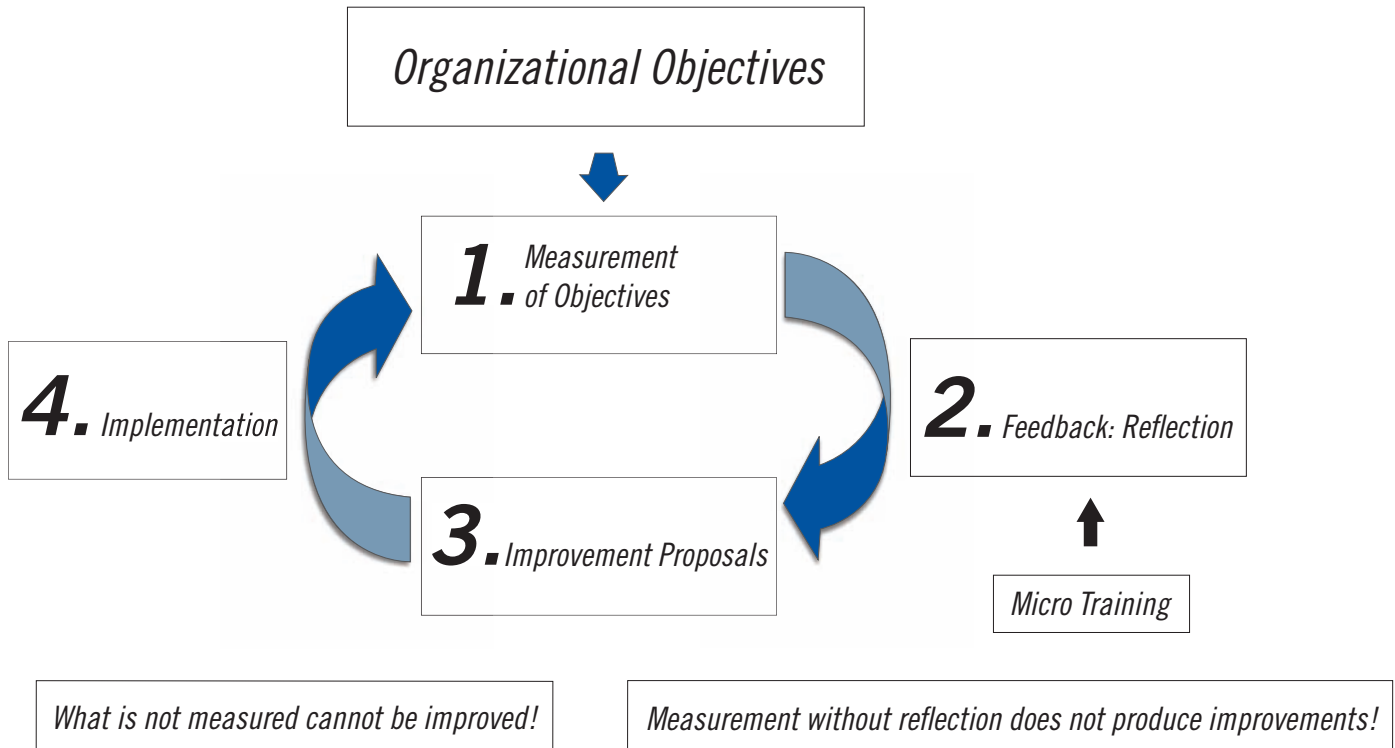
### ***3. FEEDBACK:***

This is achieved through critical-reflection meetings regarding the behavior of the indicators and the generation of improvement proposals and follow-up procedures.

### ***4. SELF-TRAINING AND ASSESSMENT GUIDE (STAG):***

These training tools:

- are developed collaboratively by managers, specialists and operational personnel,
- are based on the performance of personnel in relation to defined competency standards,
- have a simple and user friendly graphic format, easy to adapt to different contexts and organizations,
- lead to proposals for improvement,
- are the basis for competency certification of the personnel.



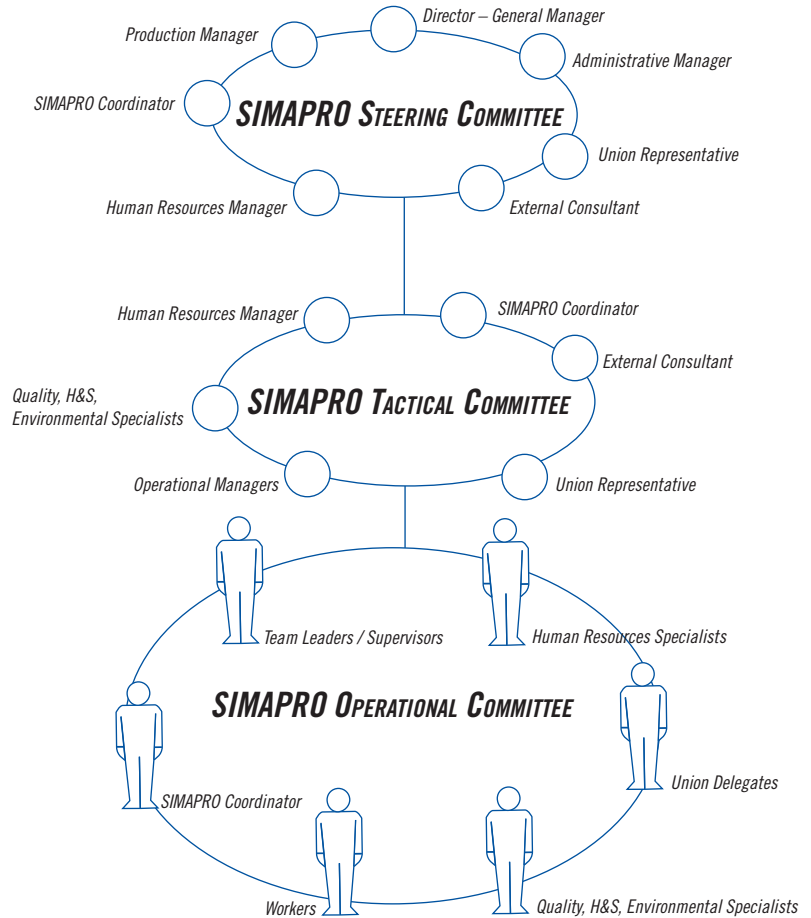


## SIMAPRO-INSTITUTIONAL DEVELOPMENT

In those organizations where SIMAPRO has been adopted social dialogue leads to institutional capability building both inside and outside the organization in a sustainable manner. All activities are recorded and communicated through a variety of instruments including statistics, graphs, reports and bulletins. Roles are assigned to people for installment, follow-up and development thus facilitating consolidation and self-management of the system.

## INSIDE THE ORGANISATION

The management of SIMAPRO is bi-partite and multi-level. The typical management structure has three levels: steering or direction, tactical, and operational. Each level has representatives from management, workers, specialized areas and general services. The steering committee articulates SIMAPRO with the strategy of the organization. The tactical level defines the tools and assessment strategies to be adopted as well as the organization of feedback meetings. The operational level applies the tools and assessment strategies providing feedback in order to target training through STAGs. The critical role at this level is to generate improvement proposals, follow-up on their implementation and assess the results.

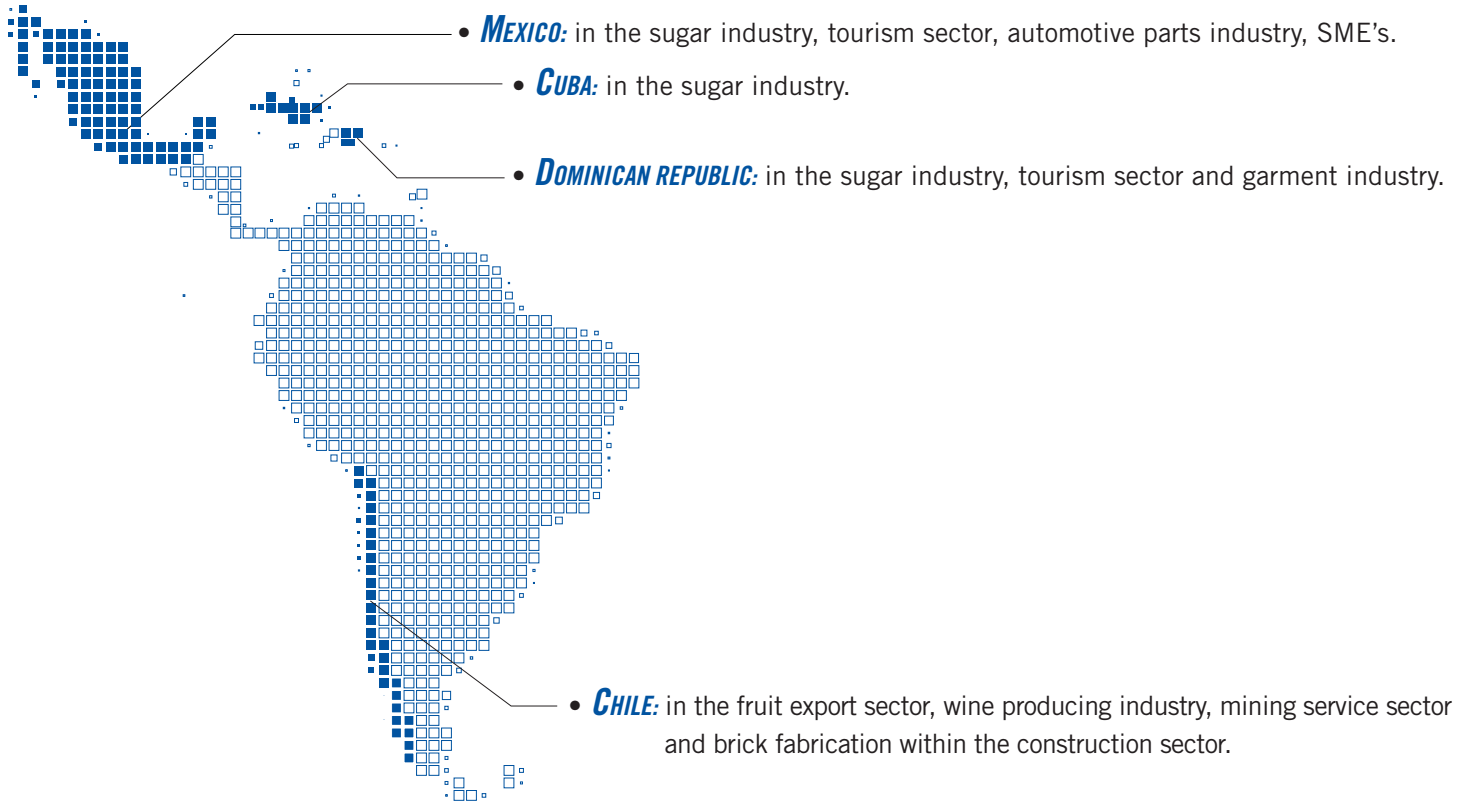


## BETWEEN ORGANISATIONS

Organizations that apply SIMAPRO are integrated into an Institutional Learning Network. The SIMAPRO methodology evolves over time, its development being a product of open innovation, with contributions from all participating organizations. In this way, SIMAPRO is in a constant process of renewal and development. In effect it is this network that gives sustainability to the management of the system within organizations.



# WHO IS APPLYING SIMAPRO?



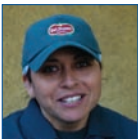
# TESTIMONIES



## **PABLO JUÁREZ OLVERA**

*Human Resources Manager Sugar Mill El Dorado, Mexico*

*“Through socialdialogue, we have implemented a successful training and competency-based certification strategy using the Self Training and Assessment Guides (STAG). The conflicts with the union representatives have diminished and instead we now have fast and effective agreement regarding issues related to health and safety measures, waste management, productivity improvement projects, amongst significant results in other areas. Today we have a common vision based on human values with efforts from both management and unions to improve our organization.”*



## **GEMMA PEREIRA**

*Worker of Del Monte Fresh Fruit, Chile*

*“SIMAPRO has helped to show me the abilities that I possess and enabled me to see that I’m doing a worthy and important job. We started SIMAPRO in the early months of 2008 and by September we finished the training. I learned about my personal and labor skills. The feedback meetings have continued, with very good results for both the workers and the company.”*

# BENEFITS OF SIMAPRO



## ***FOR THE ORGANIZATION:***

### Quantitative Benefits:

- *Less idle-time*
- *Quality improvement*
- *Reduction of accidents in the workplace*
- *Increased customer satisfaction*
- *Reduction of absenteeism*

### Qualitative Benefits:

- *Better communication*
- *Motivated and committed workers and managers*
- *Higher trust between workers and management*
- *Permanent dialogue between social actors*
- *Continuous learning and improvement*





### ***FOR THE EMPLOYERS:***

- *Cost reduction*
- *Sales increase*
- *Higher profitability*
- *Enhanced Competitiveness*

### ***FOR THE WORKERS:***

- *Higher salaries*
- *Better working conditions*
- *More opportunities for professional development*
- *Higher employability in the labour market*

# RESULTS OF SIMAPRO

In Mexican and Cuban sugar mills where SIMAPRO has been applied there have been significant reductions in workplace accidents. Moreover and especially in the Mexican case, one of the most important developments arising from social dialogue and collective bargaining has been the new impulse given to this sector after decades of conflict and stagnation.

In Chile, the impact of SIMAPRO was evaluated in the fruit sector at different levels based upon the Return of Investment (ROI) used in training. The results were: a) high satisfaction of the participants with the STAG-based training; b) the achievement of learning standards; c) the successful transfer of classroom based learning into the workplace; d) a positive impact in critical business variables (costs, quality, rotation of personal); e) positive returns on investment at the financial level. Fruit-export firms calculated the financial impact of SIMAPRO (ROI) to be in the range of 82% to 279%.







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