



International Labour Office  
**CINTERFOR**

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| <b>Title</b>               | Development and transfer of SYMAPRO methodology to improve productivity and quality in the harvest and packing stages of fresh fruit for export                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Country</b>             | Chile                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Geographical scope</b>  | National                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Implementation date</b> | 2008 - 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Responsible entity</b>  | <ul style="list-style-type: none"> <li>* Technical executing agency -OTEC Interfases</li> <li>* Interfases Capacitación Ltd.</li> <li>* Technical intermediary training agency - OTIC Agrocap</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Related agents</b>      | <ul style="list-style-type: none"> <li>* Chilean Fruit Exporters Association (ASOEX)</li> <li>* International Labour Organization (ILO)</li> <li>* InnovaChile - CORFO (Corporation for Promoting Production)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Objectives</b>          | <p>General:</p> <ul style="list-style-type: none"> <li>* Develop the skills in company supervisors to be leader-trainers in SYMAPRO.</li> <li>* Develop working skills in temporary agricultural workers.</li> <li>* Improve productivity and quality in work.</li> <li>* Promote international trends and ILO principles related to self-care, social dialogue, social well-being and corporate social responsibility (CSR).</li> <li>* Promote a culture of ongoing improvement and continuous learning within the company.</li> </ul> <p>Specific:</p> <ul style="list-style-type: none"> <li>* Guide and give feedback the process of applying Self-Training and Competency Assessment Guide (STAG) and SYMAPRO as leader-trainers within the company.</li> <li>* Measure the work performance of temporary agricultural workers according to competency standards, under the SYMAPRO methodology.</li> <li>* Measure and analyze productivity and quality indicators.</li> <li>* Develop behaviour that addresses self-care, well-being, social dialogue and social responsibility in temporary workers.</li> <li>* Create spaces for participation, social dialogue and continuous learning through feedback meetings.</li> </ul> |
| <b>Target audience</b>     | Fruit export sector companies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Description</b>         | <p>The Chilean fruit-growing sector has more than 7.800 producers of fresh fruit and 518 export. Of the total fruit production, 65% is exported to over 100 countries, which receive 75 species of fresh fruit originating from Chile. It is estimated that during harvest time, the industry employs more than 400.000 temporary workers.</p> <p>With respect to training in the sector, several studies carried out by ASOEX, showed the scarce figures for the agricultural sector, compared to other economic activities in the country.</p> <p>In 2007, the OTEC Interfases, Interfases Capacitación Ltd. and OTIC</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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|                    | <p>Agrocap, examined the possibility of implementing SYMAPRO, on an exploratory basis. SYMAPRO was considered an ideal response and feasible to be done in the short term to help improve this situation.</p> <p>The experience was carried out in 4 export companies, covering 7 facilities between Copiapó y Curicó:</p> <ul style="list-style-type: none"> <li>* ACONEX Ltda.</li> <li>* Del Monte Fresh Produce S.A.</li> <li>* Agrícolas Cruz del Sur</li> <li>* Longovilo S.A.</li> </ul> <p>Stages of implementation:</p> <ol style="list-style-type: none"> <li>1. Previous agreements</li> <li>2. Exploration of context</li> <li>3. Prior training</li> <li>4. Development and validation of learning material: STAG</li> <li>5. Tutor training</li> <li>6. Planning and execution of training with STAG</li> <li>7. Application of SYMAPRO measurements and analysis</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Key factors</b> | <ul style="list-style-type: none"> <li>* Competence-based training.</li> <li>* The application of the STAGs promoted: gender equity, social dialogue, participation and responsible social commitment.</li> <li>* This methodology is based on a format of participation and communication at all levels of the company.</li> <li>* It is necessary to work with a counterpart company, in order to ensure meeting the client's expectations and reflecting cultural aspects.</li> <li>* Learning includes practice, measurement, feedback and improvement proposals.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Outcome</b>     | <p>By December 2009:</p> <ul style="list-style-type: none"> <li>* More than 700 workers were trained in the tasks of harvesting and packing table grapes and packing pit fruits and pomaceous fruits.</li> <li>* In 2 of the companies, the measurement system has also been used in other processes, as pruning.</li> </ul> <p>As from the application of STAG:</p> <ul style="list-style-type: none"> <li>* Learning among staff was encouraged according to expected outcome of productivity and working conditions.</li> <li>* Labour self-management was promoted among individuals and work teams.</li> <li>* In 2 country estate, "La Candelaria" and "Los Maitenes", the work teams learned to manage themselves.</li> </ul> <p>As from the application of SYMAPRO:</p> <ul style="list-style-type: none"> <li>* Improvement in workers' performance led to a reduction in processes, in losses due to damaged materials, and improved the use of work elements and equipment, which translated into a reduction of cost in working days.</li> <li>* The proposals undertaken by the workers created a process of ongoing improvement that led to benefits for the company, productivity, quality and working environment.</li> <li>* The feedback meetings promoted the practice of continuous learning, and also supplied the input necessary for self-management in learning and self-learning.</li> <li>* By collectively developing technical and behavioural competencies</li> </ul> |

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|                            | <p>commitment and loyalty were encouraged.</p> <ul style="list-style-type: none"> <li>* Turnover of workers was low, and accident and absenteeism rates were reduced.</li> <li>* The ROI was 182,6% in one of the pilot companies.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Evaluation</b>          | <ul style="list-style-type: none"> <li>* SYMAPRO is applicable to large, medium-sized and small organizations; and similarly, in administrative, management and production areas. The tool leads to personal and group interaction and company management to a level of proactive, committed and responsible behaviour, open to dialogue.</li> <li>* The results encouraged the expansion of SYMAPRO to other fruit-growing companies, as well as to other productive areas, such as construction, mining and viniculture. Thus, in March 2009, the SYMAPRO Chile Network was launched.</li> <li>* This methodology demonstrated that it achieves a transformation of the work culture, improves quality, productivity and the working environment, from the change of attitude and new management style of individuals.</li> <li>* The STAG was an effective learning methodology for adults.</li> <li>* 100% of those trained in the offseason returned to work in season.</li> </ul> |
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