



Innovation in training for sustainable business:

SIMAPRO

System for Integrated Measurement and Advance of Productivity



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2011-2020 Decade of innovation in training for work

SIMAPRO IN THE CHILEAN FRUIT SECTOR

It has mainly **HELPED** to:

- 1. Innovate** in the efficient, effective management of human resources.
- 2. Improve** the economic and social competitiveness of the business by generating instances of participation and dialogue across all tiers of the organization.
- 3. Analyze** indicators of productivity, quality and working environment in a systematic way, going back to the roots, so as to take appropriate actions in a timely manner.
- 4. Elicit proposals** for improvement from the operational level, thus rendering decision-making more focused, effective, measureable and cost-effective.
- 5. Generate continuous improvement** across all tiers of the organization with consistent guidelines, feedback and self-learning.
- 6. Enhance** decent working conditions.

It's all about making a CULTURAL CHANGE:
Changing the way we do things and relate to one another, so as to
GENERATE BENEFITS for both THE EMPLOYEES AND THE COMPANY.

Some of the advantages of implementing SIMAPRO in the fruit sector

1. **Less** time wasted
2. **Lower** costs
3. **Higher** productivity and quality
4. **Fewer** accidents and less absenteeism
5. **Higher** profitability.

1. **More** commitment at operational level.
2. **More** trust between management and workers.
3. **More** loyalty on the part of workers.



1. **Better communication** across all levels.
2. **Better team-work.**
3. **Continuous improvement and on-going learning in a cost-effective way** (constant evaluation and feedback).
4. **Appreciation of “know-how”**- incentives and bonuses.

1. **Easier to follow regulations, certifications and procedures.**
2. **Easier to incorporate records, machinery and innovative tools.**
3. **Promotes CSR**

Some of the advantages of implementing SIMAPRO in the fruit sector

1. **Better** working conditions.
2. **Better** chances of work-related and personal development.
3. **Better** working environment.
4. **Better** working relations between bosses and operators.
5. **Better** planning and coordination between the different areas.
6. **Better** opportunities of occupational and personal development.

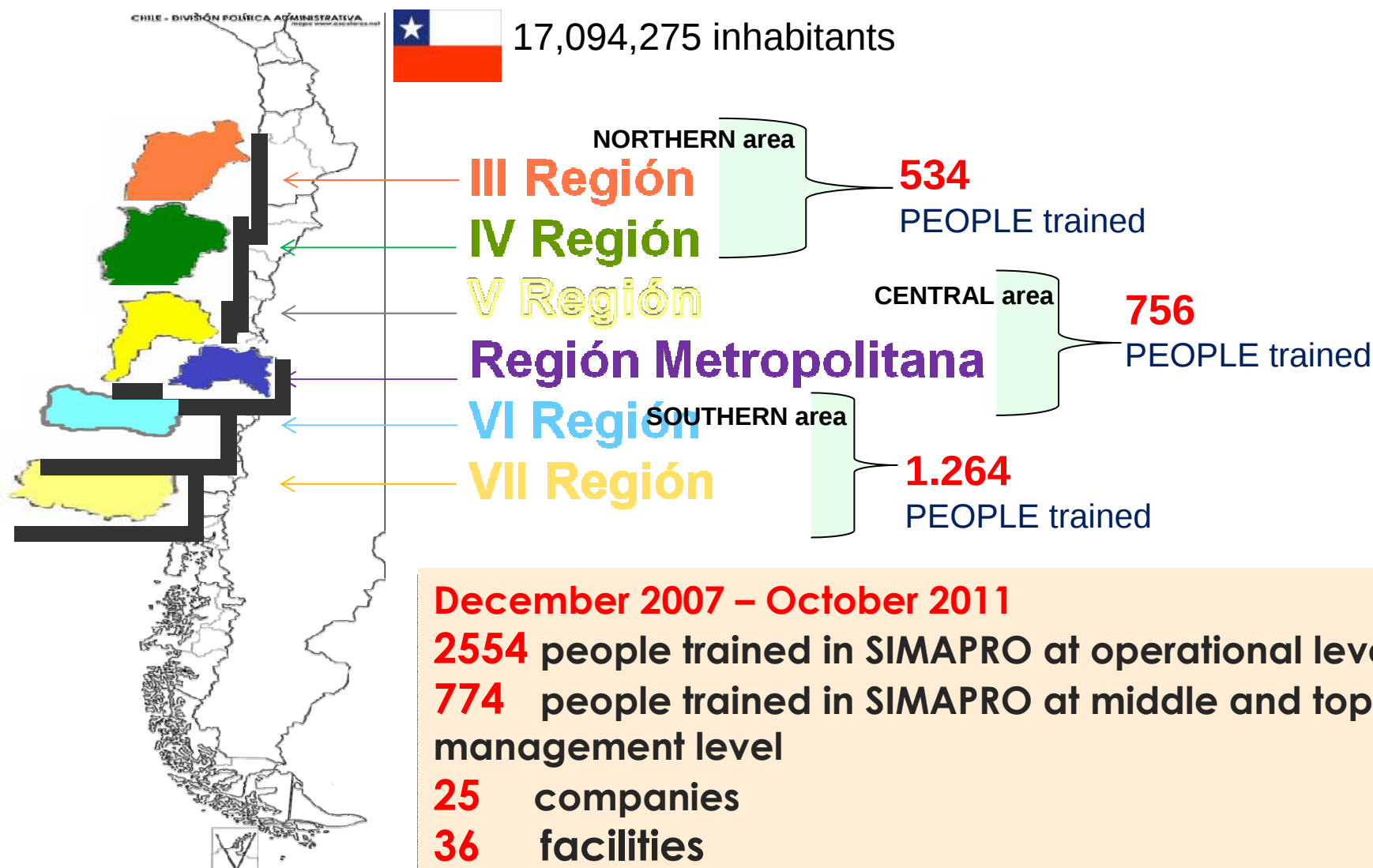


**DECENT WORK
ILO**



1. **Higher** income.
2. **Greater** employability.
3. **Greater** self-care and sense of social responsibility.
4. **More and new** instances of participation.
5. **Professionalization** of labour with low qualification level.

We have worked in 40% of the regions in the country, applying the SIMAPRO methodology





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HOW IS IT IMPLEMENTED IN CHILE?



1

✓ By TRAINING **Operators** using the Guide to Self-training and Evaluation by Skills (**GAEC**)

✓ By TRAINING **Middle managers** as FLS **Skills approach**

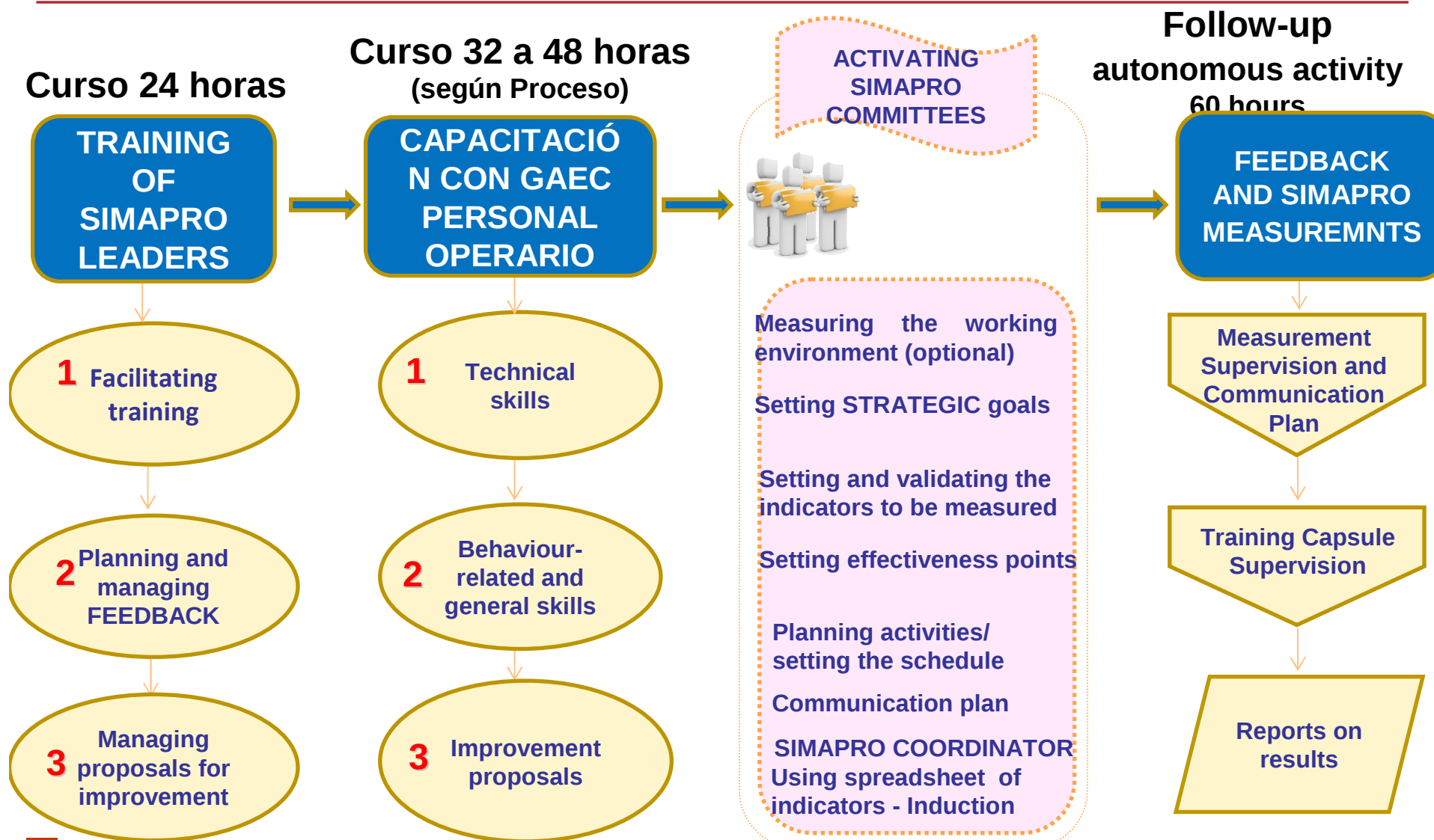
2

By ANALYZING the measurements in **Feedback**



FLEXIBLE model that CAN BE TRANSFERRED to the business

SIMAPRO IMPLEMENTATION DIAGRAM





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What is GAEC?

The **G**uide to Self-training and **E**valuation by Skills is a TOOL that brings together a set of skills, standards of quality and good practices for GOOD PERFORMANCE within an actual working context. It seeks to improve productivity, quality and working environment and reflects organizational values and strategies.

It consists of three parts:

PART 1: Self-evaluation

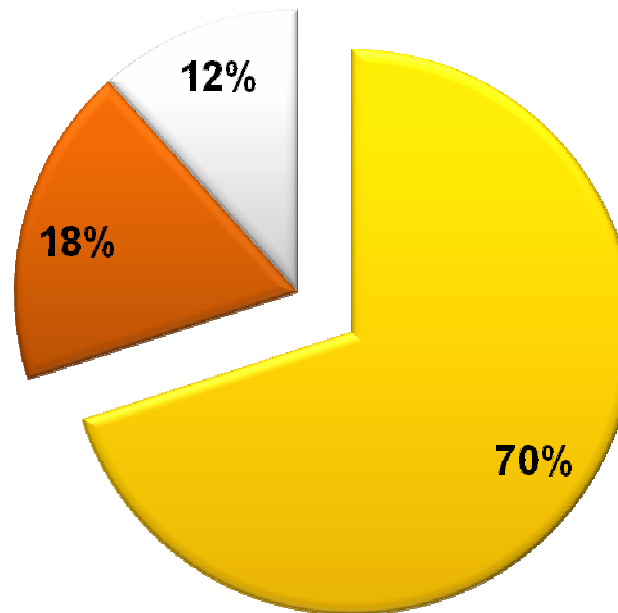
PART 2: Explanation

PART 3: Evaluation of the lessons learned



Proposals for Improvement: TD and benefits for the organization

TOTAL IMPROVEMENT PROPOSALS 2010-2011

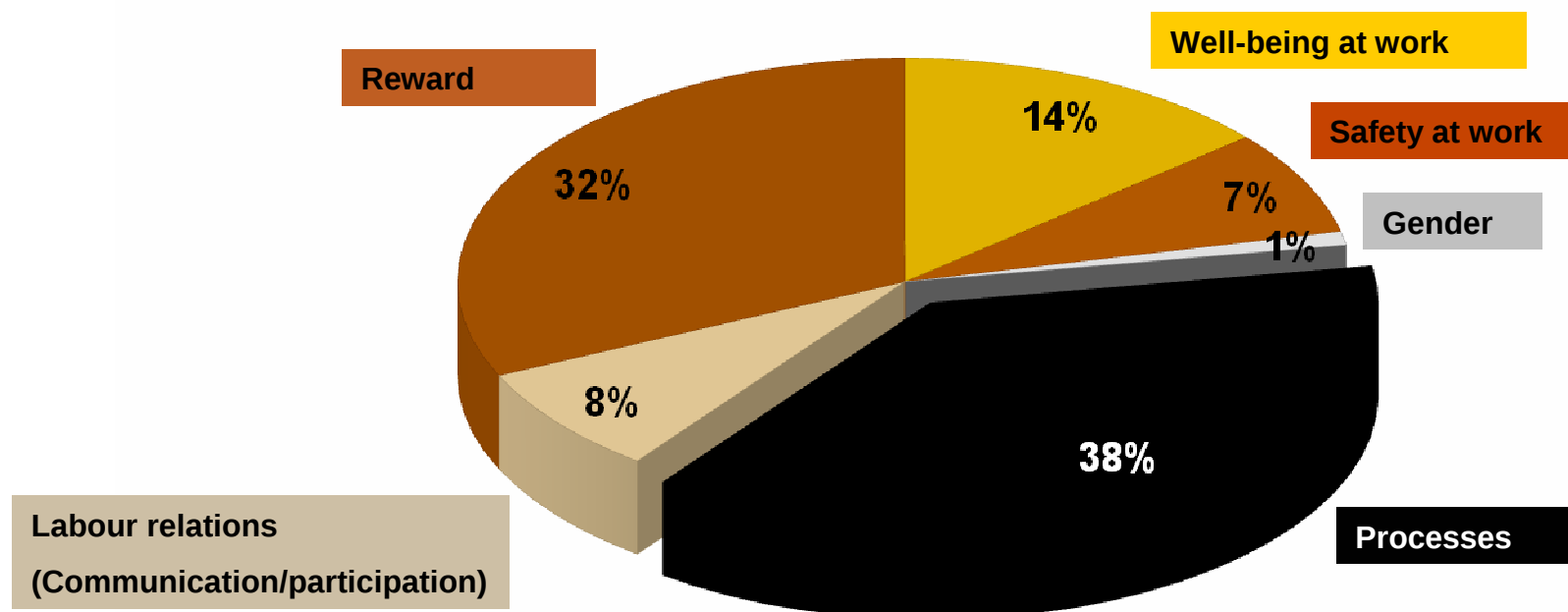


n = 434

Proposals for Improvement: TD and benefits for the organization

Tipo Propuestas de mejora realizadas 2010-2011

- Bienestar en el trabajo
- Género
- Relación Laboral (comunicación/participación)
- Compensación
- Procesos
- Seguridad en el trabajo



RESULTADOS

By using Jack Phillips's methodology, which is based on Donald Kirkpatrick's, it is possible to **measure the IMPACT** of training at different levels.

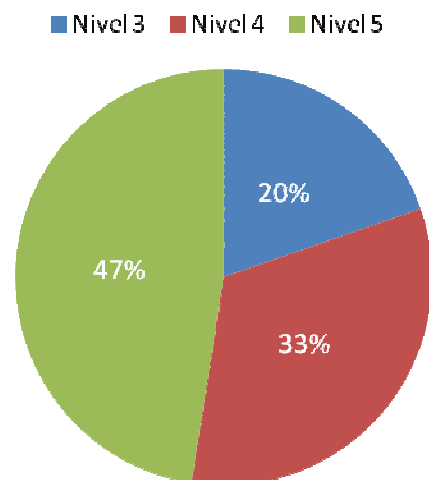


Level 1	Instrument
Reaction and Action Plans	Satisfaction survey, measuring how respondents perceive the use of the contents, the methodology applied and the facilitator's performance.
Result: 98.11% satisfaction	

EVALUATION - LEVELS 2 AND 3

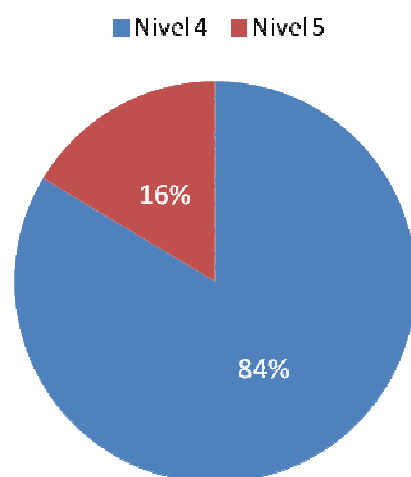
Level 5: Transferring – Level 4: Applying – Level 3: Reinforcing
Level 2: Understanding – Level 1: Getting to know

Evaluación en aula por nivel



Level 2	Instrument
The evaluation in the classroom by level measures participants' learning in class.	Simulation exercises in class measure lessons learnt, knowledge, skills and attitudes.

Evaluación en el puesto de trabajo por nivel



Level 3	Instrument
Evaluation of lessons learnt applied to the actual job. Increases the relative frequency of level 5, level 3 disappears and level 4 decreases.	Evaluation Part 3 by GAEC, self-evaluation and evaluation by the boss.

Comparative analysis of improvements SIMAPRO

EVALUATION - LEVEL 4

Accidentabilidad

This is measured by the “Accidentability” Rate (AR)

$$AR (\%) = \frac{\text{Number of accidents}}{\text{Number of workers}} \times 100$$

The tables below show the advance in risk prevention

2007-2008
AR: 19.82 %

2008-2009
AE: 15.38 %

2009-2010
AR: 5.45 %

Contributing factors	Percentage	Trust
Development of GPS management system (level 2 to be certified). Focus on self-care	20%	
Better coordination with ACHS	10%	
Full-time preventionist	20%	
SIMAPRO	50%	90%

Resulta - Level 5

Return on investment

$$\frac{\text{Beneficios netos del programa}}{\text{Costos del programa}} * 100$$

$$\frac{(\text{Beneficios} - \text{Costos del programa})}{\text{Costos del programa}} * 100$$

$$\frac{(\$25.698.889 - \$6.800.000)}{\$6.800.000} * 100$$

$$\frac{\$18.898.889}{\$6.800.000} * 100$$

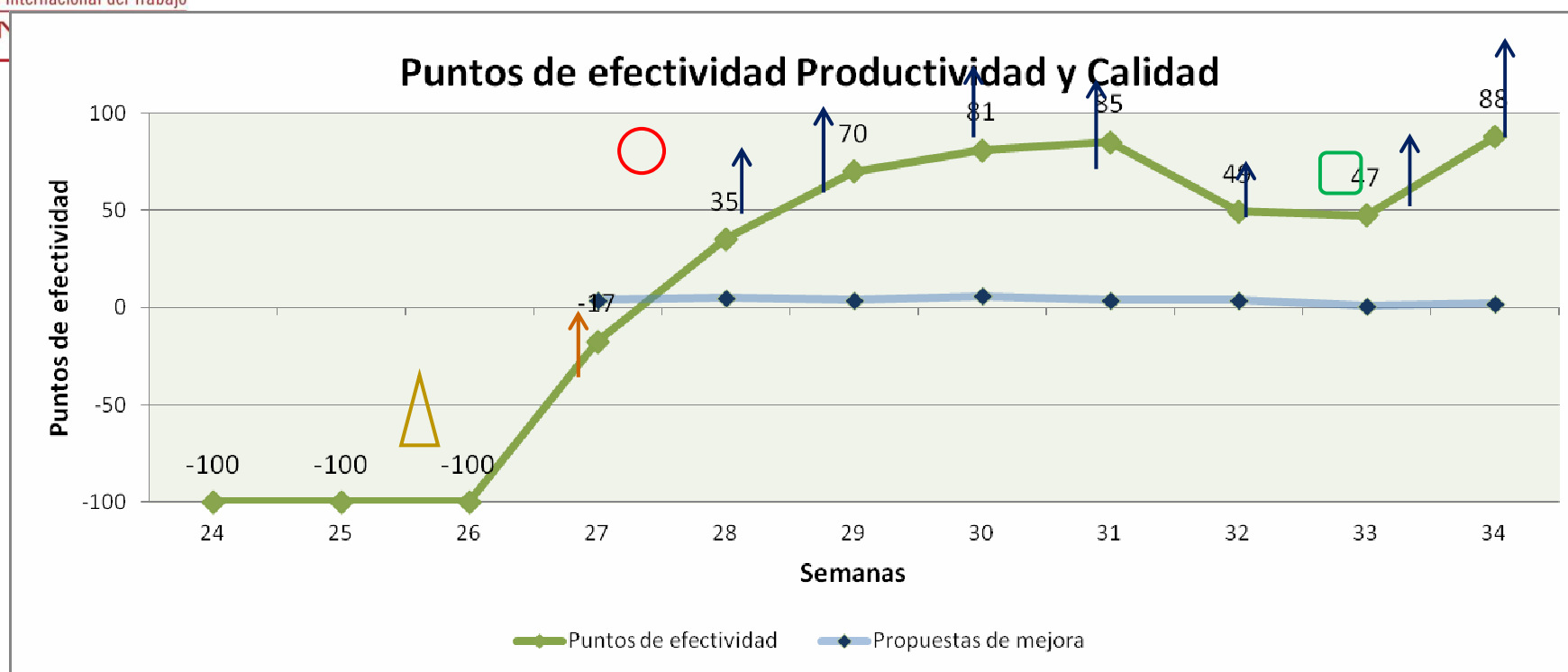
$$\text{ROI (\%)} = 278\%$$



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SIMAPRO implementation development in a fruit company



23-06; Validation of indicators with workers



29-06; First feedback meeting



04-07; Launch of SIMAPRO



05-07; Feedback meeting



12-07; Feedback meeting



19-07; Feedback meeting



28-07; Feedback meeting



02-08; Feedback meeting



09-08; Feedback meeting



12-08; Motivation activity



16-08; Feedback meeting

BENEFITS OF IMPACT EVALUATION

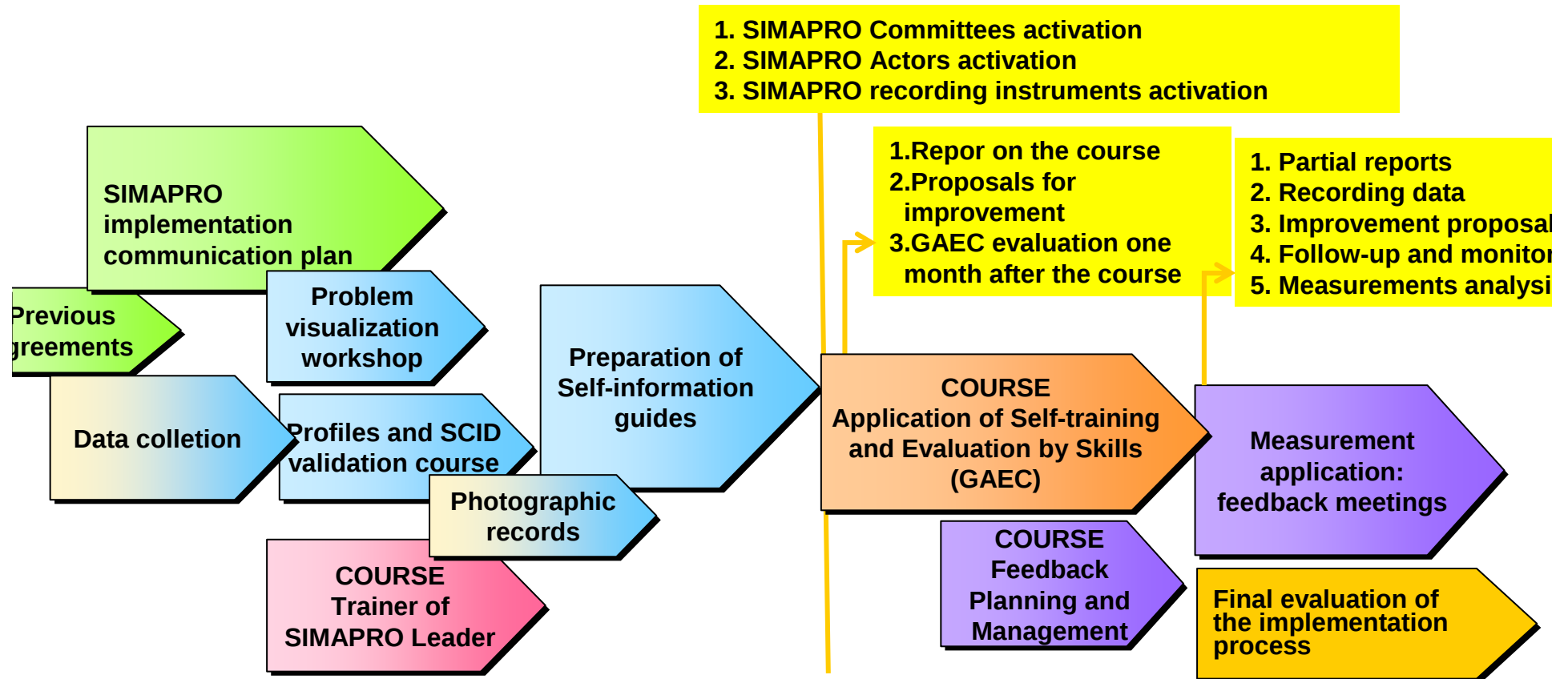
Identification of variables: not everything is ascribable to SIMAPRO

Some impact measurements	Achievement	Identification of variable
Increase in productivity	24% a 35%	Control group and estimates
Improvement in quality	39,9%	Control group
Reduction in accidents	49%	Grupo control
Increase in salaries and wages	25%	Administration's estimate
Reduction in rotation	60% a 5%	Control group
Reduction in absenteeism	36%	Administration's estimate
Increase in applicants for jobs	3.000 para 600 puestos	Administration's estimate
Return on investment	83% - 253% -278%	Administration's estimate
Reduction in days off for swollen tendons (with gym suspension)	0 licencias médicas	Control group and administration's estimate

SIMAPRO APPLICATION DIAGRAM

Overall **TRAINING**: 68 hours by average

FOLLOW-UP measurements: 60 hours by average



CONTINUOUS TRAINING OF FACILITATORS AND INTERFACE CONSULTANTS

LEONARD MERTENS ADVISORY AND MONITORING

NETWORKING WITH GOVERNMENT ENTITIES, COMPANIES AND TRAINING BODIES

LESSONS LEARNED

FACILITATORS – Methodological implementation:

1. **The GAEC** makes it easier to learn significant lessons that can be observed in actual practice and measured.
2. This tool responds to the strategy and the specific needs of a “**truly tailor-made solution**”.
3. **By permanently training** the internal and external interfaces team, it is easier to respond effectively and efficiently to the demands of the business enterprises.
4. **Keep in constant communication with the different actors** in the customer company, in order to respond to the needs and the current situation of the company based on the GAEC and the feedback. (E.g., GAEC and 10-minute feedback on a daily basis).
5. **Relate, report and network** with all the actors involved (businesses, training bodies, government, advisers, etc.).
6. **Financing:** using the tax exemption (SENCE)

LESSONS LEARNED

Methodology implementation HINDRANCES:

1. **The level of development of the behaviour-related skills** required for implementing and sustaining SIMAPRO may significantly slow down or even abort the implementation process in a company.
2. **Resistance on the part of middle managers.**
3. **Not responding to proposals for improvement.**
4. **Want for immediate results.**
5. **Weak performance of the management and middle management SIMAPRO Committees.**
6. **Weak or no HR structure to lead the implementation**
7. **Tendency to justify results and reluctance to search for the root cause.**
8. **Reluctancy to go through evaluation.**

"We need to have dreams and to be willing to take risks with new ideas and work methods."

Mr. Juan Somavía, 2009,
ILO Director Generala

TRABAJO DECENTE

Un mundo mejor comienza aquí.

**Thank you
for your attention**



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