



International Labour Office
CINTERFOR

Inter-American Centre for Knowledge Development in Vocational Training



Innovation in training for sustainable business:

SYMAPRO SMEs

Panama, 18th October 2011

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Starting point

Test case in the
tourism sector



ILO course



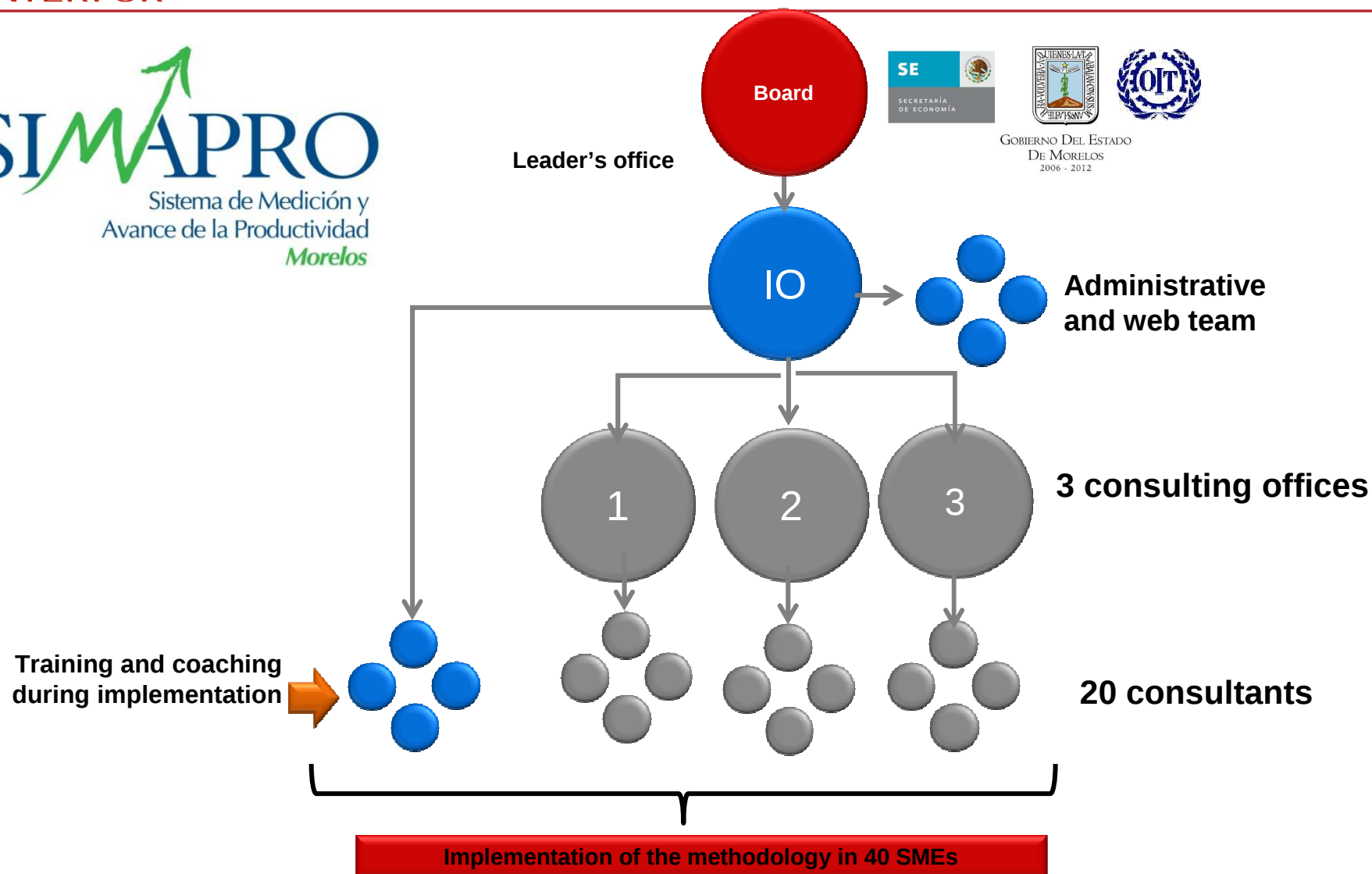
*Villa del
Conquistador*
HOTEL

- Family business
- For 35 years
- Medium-sized
- 100 employees



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Project structure

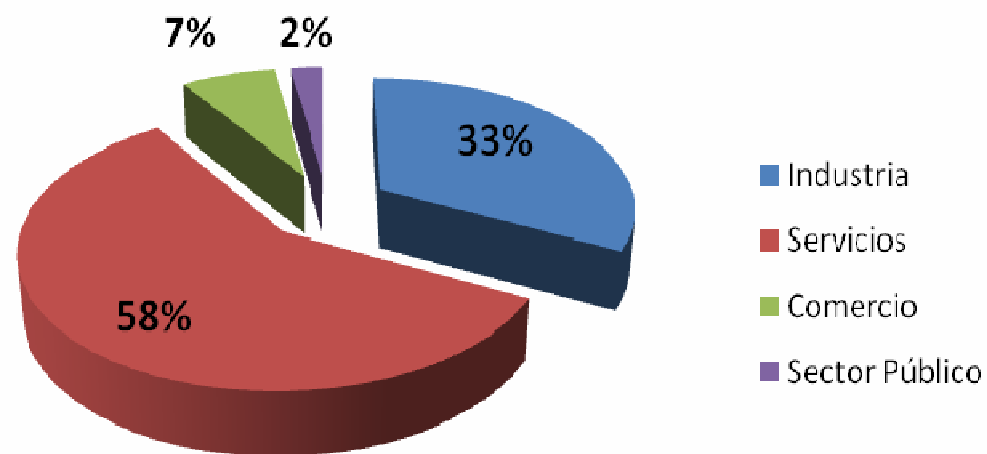




Coverage by sectors

Sector	Enterprises
Industry	14
Services	25
Trade	3
Public sector	1
43 enterprises	

The project involved 40 SMEs from the three sectors, an entity from the public sector and two sugar mills.

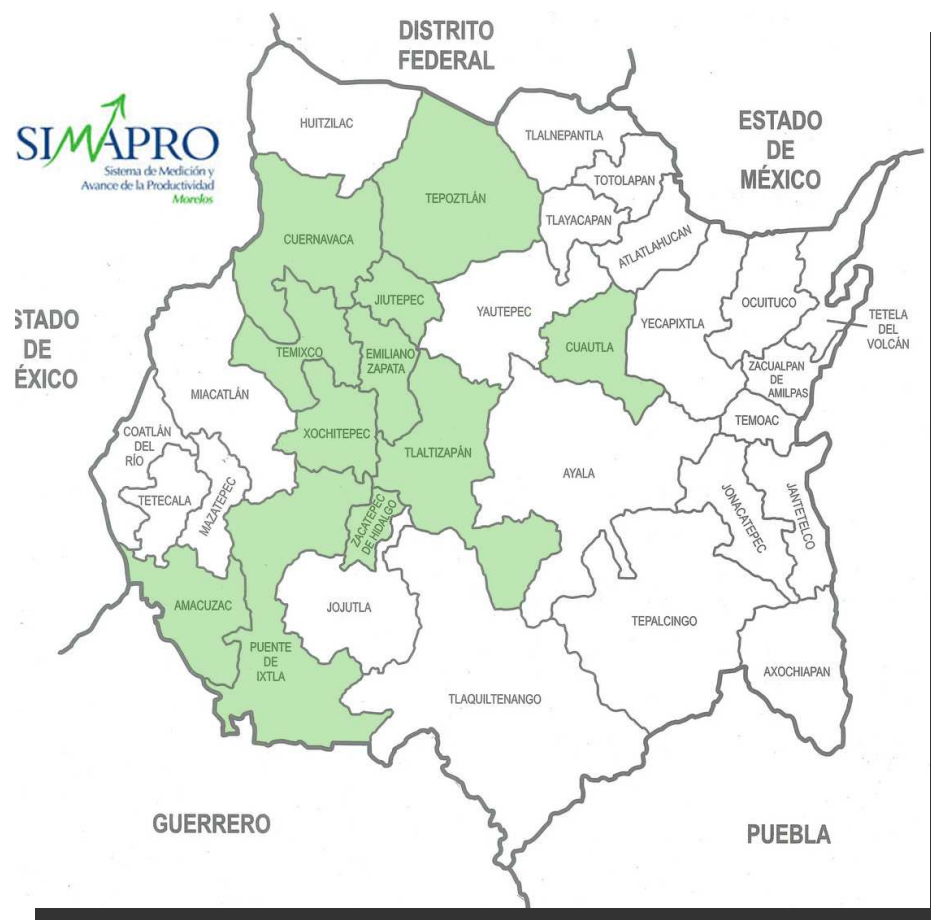




Coverage by townships

The project covered 11 townships.

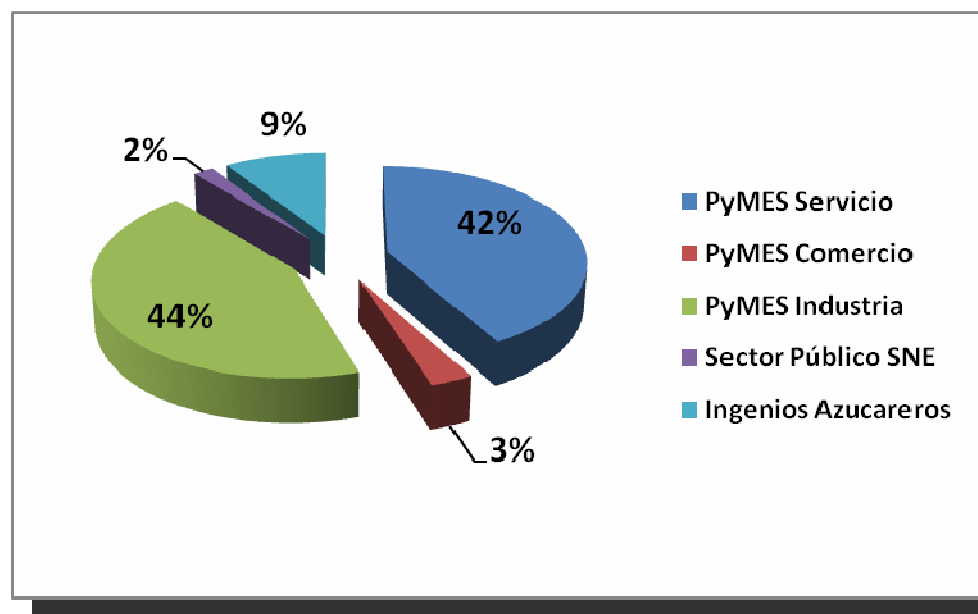
Township	Enterprises
Amacuzac	1
Cuatla	5
Cuernavaca	20
Emiliano Zapata	1
Jiutepec	6
Puente de Ixtla	2
Temixco	1
Tepoztlan	4
Tlaltizapan	1
Xochitepec	1
Zacatepec	1



Participant workers

Sector	Workers
Service SMEs	1,112
Commercial SMEs	81
Industrial SMEs	1,164
NSE Public Sector	50
Sugar mills	246
Total	2,653

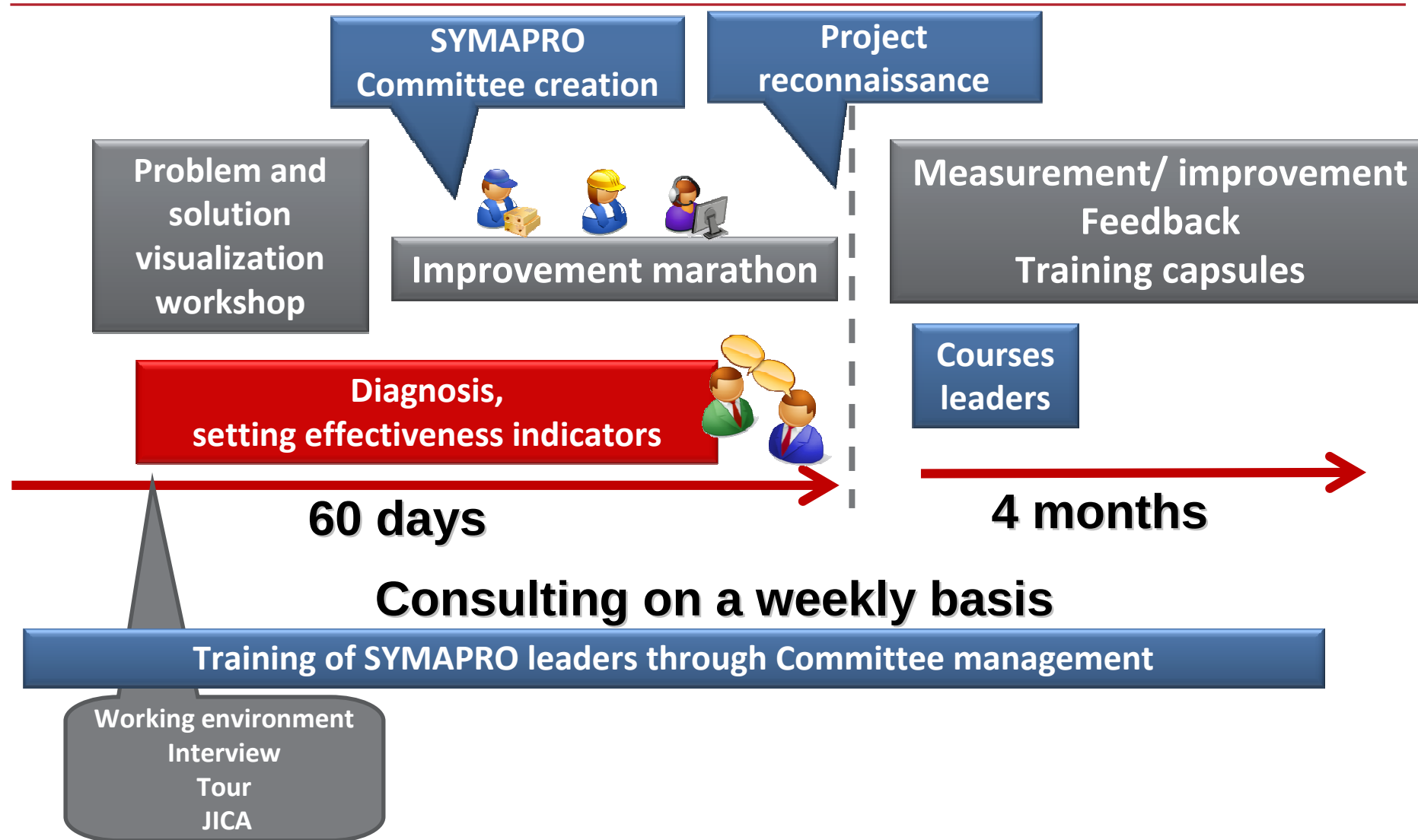
The number of workers involved in the programme totalled 2,653.





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Project structure



Results

At the end of the process, each enterprise presents a final report including:

1. General information about the business.
2. Initial and final working environment assessment results.
3. Initial and final functional areas assessment results.
4. Completed and documented improvements.
5. Effectiveness points graph and results obtained during the period; indicators evolution.
6. Qualitative results.
7. Quantitative results.
8. Return on investment (ROI).
9. Improvement in working conditions.



Presentation of results



At the end of the programme, there is a transparency and accountability stage where each enterprise presents the results obtained to the Committee and other businesses.



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Results



LÍDER
SIMAPRO

Two courses for SIMAPRO Leaders were offered with 198 participants.



Working environment assessment

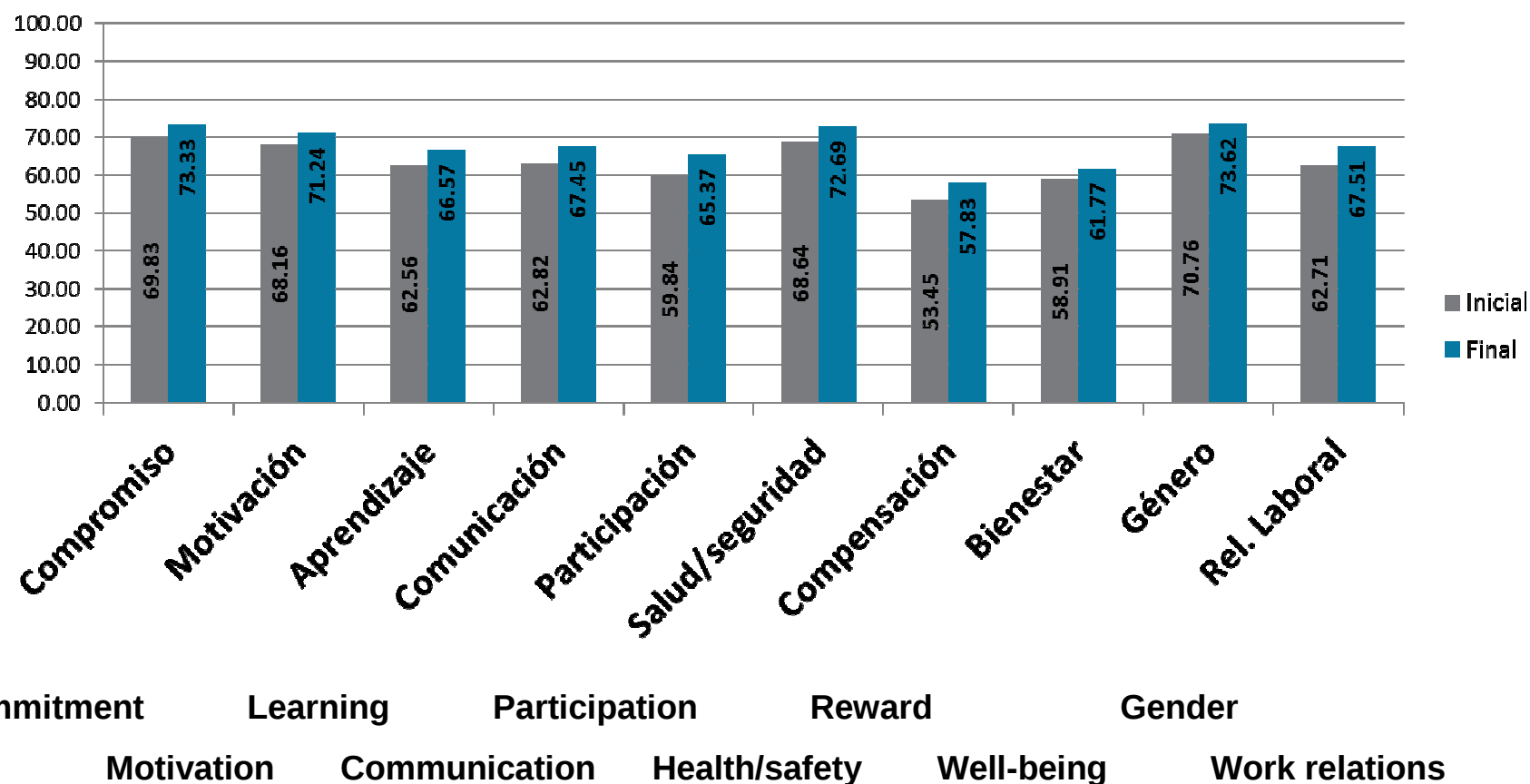
The initial and final measurements of the working environment show an average increase of 4.21 points

Initial average	63.80
Final average	68.01
Average improvement	4.21



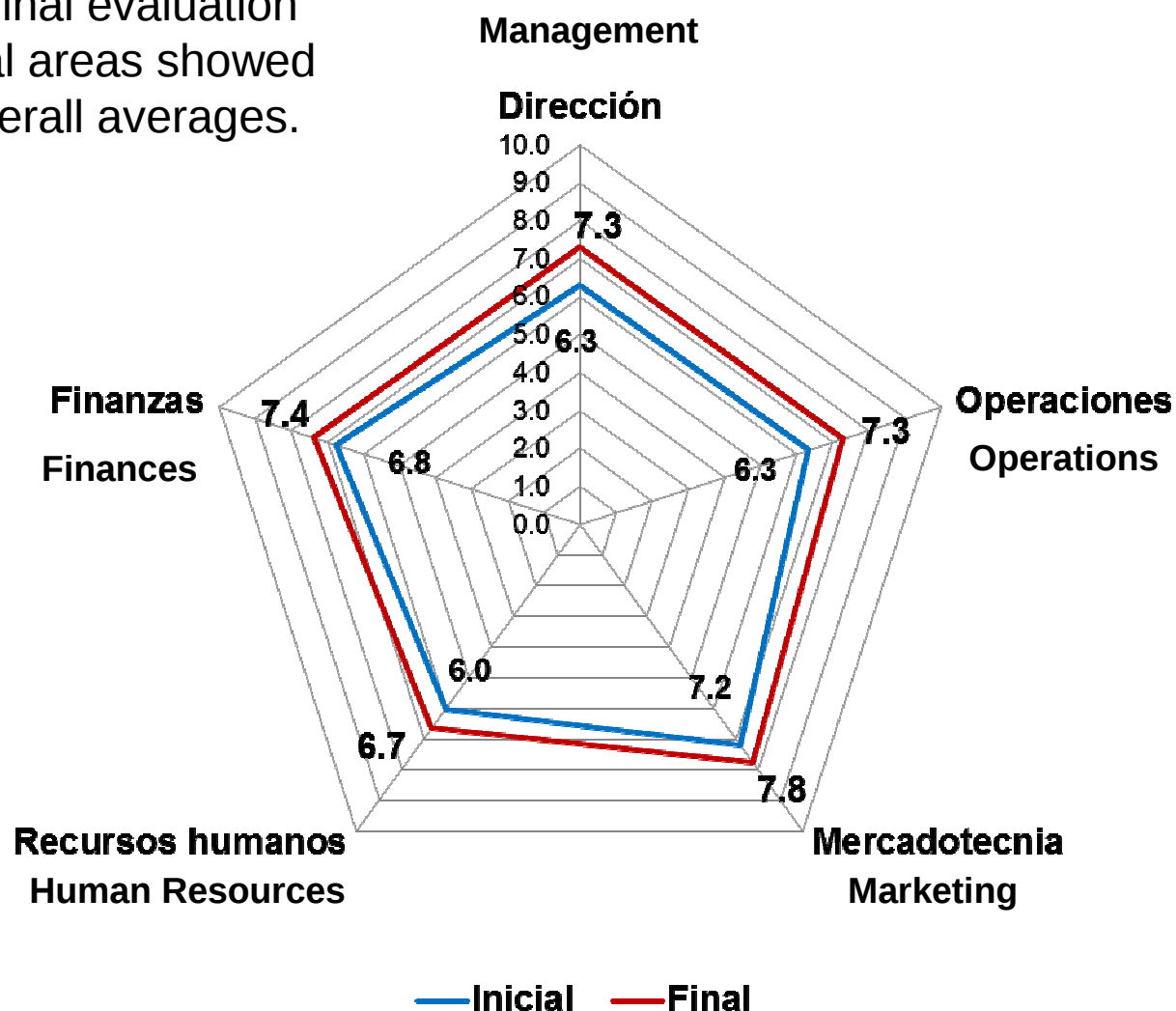
Assessment of the working environment dimensions

The working environment results showed improvements in all dimensions.



Themes evaluated – general average

The initial and final evaluation of the functional areas showed advances in overall averages.



Improvements achieved and documented

**914 improvements were recorded in the 40 SMEs,
which account for approximately one improvement
every two workers involved in the Project**

Workers involved	2,063
Improvements achieved and documented	914



Feedback and training

During the process, feedback sessions and training capsules were recorded

Feedback

905

Training

622





Working conditions

1. Improvements in the contract terms and conditions, e.g. changes in:
1.1. Type of contract :
1.2. System for managing human resources and culture
1.3. Salaries and wages
1.4. Economic and non-economic incentives
2. Improvements in organizational and psychological-social working conditions, e.g. changes regarding:
2.1. Technical content of the job :
2.2. Physical work load:
2.3. Psychological-physical work load
2.4. Mental burden
2.5. Psychological burden
3. Improvements in physical working conditions:
3.1. Better working space layout,
3.2. Physical risk control
3.3 Cleanliness and order in working facilities and basic services for employees
4. Improvements in social security conditions:
4.1. Occupational health prevention services: ;
4.2. Welfare and recreation services within the company.

Improvements in working conditions are recorded and classified. More than 400 improvements were documented during this process.



Average return on investment

Each business evaluates return on investment. The overall ROI averaged 2.14.

General	2.14
Industry	2.44
Trade	1.66
Services	2.30





Lessons learned

- By systematizing and standardizing the process in a 6-month model with specific actions and results, it is possible to escalate the project.
- The main difficulty lies in getting businesses to join in, even if they are offered financial support. We notice that SMEs tend to:
 - Focus on immediate results
 - Manage the business under pressure
 - Face financial problems
 - Have a weak organizational culture
- The sustainability of the model is primarily based on the capacities acquired by SIMAPRO leaders in the companies.
- The consultant is mainly responsible for coaching leaders as they learn the methodology.
- Social dialogue and participation of SME workers comes naturally, because their involvement is essential for implementing every action.





Project 2011

- **Implementation of the model in 80 SMEs in 8 states, training of 30 new consultants.**
- **Qualification standard for certifying consultants (in process)**
- **Qualification standard for certifying leaders.**
- **Certification of consultants and leaders.**





Decent work means **productive work** for both men and women under conditions of **freedom, equality, safety and human dignity**. Decent work calls for men and women to have **opportunities to develop a productive activity** that may yield a **fair reward**, ensure **safety at the workplace** and **social protection** for workers and their families, offer better **personal development** prospects, give people freedom to **express their ideas and concerns**, organize themselves and **have a say in those decision** that affect their lives, and guarantee equal opportunities and treatment for all.

We shall continue to strive to achieve this goal



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

*Mr. Juan Somavía, 2009,
ILO Director-General*



**Thank you
for your attention**



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