



WORKERS' PARTICIPATION

Promotion of Workers' Representation and Participation

Objectives

The objective of this module is to ensure proper and responsible worker and management representation at the workplace.

Poor quality, and even absence, of in-house communication structures and channels can have a significant negative impact on the effectiveness of worker representation and participation in the workplace, which can lead to high risk of conflict, barriers to continuous improvement, and the masking of inefficient work processes.

In recognition of the general low level of worker organization and representation in factories in certain countries and regions, the FLA has developed the workers participation program.

The Worker Participation training module is unique among Fair Labor Association modules because it includes three training ses-

sions over an extended period of time - usually several months. This is because successful workers' participation programs require skills and learned behavior that must be cultivated and nurtured. FLA works with management and workers to ensure that these skills are fully developed.

The Benefits

The workers participation program improves the efficacy of worker representation in factories by:

- ♦ providing a platform for labor management dialogue;
- ♦ establishing a system of communication, consultation, and negotiation;
- ♦ providing capacity training to worker representatives and factory management on their roles and responsibilities;

3 Steps to Building Effective Workers' Participation

Step 1 Understand the needs of your workplace, through:

- Management Self-Assessment Tool
- Workers Survey

Step 2 Conduct capacity building, via:

- Dialogue Program

Step 3 Evaluate changes you put in place, by:

- Management Self-Assessment *
- Workers Survey*
- Progress Tracking Charts

*Before and after - analysis



The **Fair Labor Association (FLA)** is a collaborative effort to improve working conditions in factories around the world. By working cooperatively with forward-looking companies, NGOs and universities, the FLA developed a workplace code of conduct based on ILO standards, and created a practical system of monitoring, remediation and verification to achieve these standards. For more information on the FLA, our processes, or the participants, please visit our website at <http://www.fairlabor.org>.

CAPACITY BUILDING TOOLS



TRAINING COURSE: WORKERS' PARTICIPATION

Approach

One of the core components of the Workers' Participation module is training for worker representatives and factory management concerning their roles and responsibilities. To do so, the Workers' Participation trainers work directly with individuals at all levels of the factory - from owners to managers, supervisors, workers and worker representatives - using a "top-down, bottom-up" approach.

The workshop also provides an opportunity for the participants to build informal networks and share learning, skills and techniques. It aims to lay the foundations and channels for communication between workers and management through role play and discussion. Finally, it works to identify real issues within the company, providing a space for dialogue on challenges relevant to the group.

Methodology

The training sessions bring together all layers of a factory's workforce -- from management to production line workers. Through role-play, group work exercises, case studies and practical discussions among participants, training is not so

much "taught" as experienced. Management and workers gain first-hand exposure to management-worker dialogue. This insight into communication practices can help factories create stronger internal communication channels, and build lasting dialogue and integration practices. Different forms of dialogue and workers' integration is learned, compared and evaluated.

Content

Participants will learn innovative methods of problem identification, root cause analysis, goal analysis, solution identification, consensus building, action planning, development of communication channels, and communication and negotiation skills. By the end of the course, participants will have identified a real issue affecting their workplace and have worked through all of the steps to solve that issue.

ONLINE TOOLKIT: WORKERS' PARTICIPATION

Objective

Similar to face to face training, the Workers' Participation online toolkit shows how to incorporate workers into the decision-making process within the factory, that contribute to the achievement of an organization's business objectives, both at the factory and institutional levels.

Content

The online toolkit covers the factory's procedures, policies and practices that support workers' integration in the decision-making process in the factory, including the availability of communication channels and the effectiveness of the worker representative structure and practices.

The Workers' Participation online toolkit can be accessed by all FLA members on the training portal.

OUTLINE OF THE INSTRUCTIONAL MATERIAL

- ✦ TOOL 1: Overview of Dialogue Program
- ✦ TOOL 2: Identifying Problem
- ✦ TOOL 3: Cause Analysis
- ✦ TOOL 4: Goal Analysis
- ✦ TOOL 5: Finding Solutions
- ✦ TOOL 6: Agreeing on Solutions
- ✦ TOOL 7: Action Planning
- ✦ TOOL 8: Communication Channels
- ✦ TOOL 9: Communication and Negotiation Skills

SUSTAINABLE COMPLIANCE ASSESSMENT TOOLS



Management Self-Assessment tool

The Management Self-Assessment tool on Workers' Representation and Participation focuses on how workers contribute to the decision-making processes in the factory. Assessing factors such as policy, procedure, training, implementation, communication, and awareness, this tool maps out a comprehensive picture of a factory's compliance performance. The risk of non-compliance is significantly higher if one or more of these factors are missing or incomplete. A score below three (on a five-point scale) indicates substantive problems and serious risk of non-compliance.

Methodology

The Management Self-Assessment on Worker Representation and Participation is a quantitative tool consisting of a range of multiple-choice questions. The answers to the questions either support or reveal the factory's weaknesses in compliance. The data generated by the Self-Assessment places factory's compliance score in the contexts of the principles from the Worker Participation at a glance.

Sincerity, Support, Progress

Management Self-Assessment tools are embedded in a comprehensive problem solving process. This process starts with an analysis of needs, then offers capacity building tools to address those needs, and subsequently communicates measurements of progress. Measurement of progress is only possible if the baseline is correctly and candidly identified. After an average 12 months of capacity building, the Self-Assessment is repeated to gauge the impact. The results of the Self-Assessment can be compared to those of the workers surveys to verify the integrity of the data.

SCOPE Workers' Survey:

The views of workers are essential to ensure the consistency and sustainability of compliance. Workers' perspectives, gathered through the Sustainable Compliance Workers' Perspectives Survey (SCOPE), are a part of the baseline study. Workers should also be involved in capacity building. Their experience and perception of change is essential criterion when measuring impact.

Method & Organization of Interviews

SCOPE is a standardized quantitative survey. Workers complete a questionnaire comprised mainly of multiple-choice questions. All workers' interviews are anonymous, and the FLA ensures participating workers' protection.

Sample

Workers participating in SCOPE are chosen randomly from a list of factory workers. The sample size correlates with the size of the factory's workforce. The survey instrument covers Grievance Procedures from a workers' perspective (e.g., have workers ever used a complaints channel, complained through other means, what was the follow-up, have workers been integrated into the procedure, etc.).

Comprehensive Picture

Whenever possible, the SCOPE is constructed along the same lines as the Management Self-Assessment tool (e.g., policy, procedure, training, etc.) in order to collect comparable data. Each of these factors is measured through about 5 questions (items) which add up to a score. The results can then be directly compared to those from the Management Self-Assessment. The SCOPE survey and the Self-Assessment can be repeated after a period of time to reflect a factory's development.

Progress Tracking Charts

Indicators measure a factory's progress during the capacity building phase. They show if what was learned during capacity building translates to implementation on the factory floor. Factories collect the necessary indicator data monthly and provide periodic reports on progress and any issues during the project.

Measured Dimensions

- ◆ Policies & procedures governing the relationship between workers & management
- ◆ Communication channels available & their use & effectiveness
- ◆ Documentation
- ◆ Workers' Awareness
- ◆ Working Climate
- ◆ Dispute resolution

For more information please visit the

[FLA TRAINING PORTAL](http://tp.fairlabor.org)

tp.fairlabor.org

[FLA ASSESSMENT PORTAL](http://ap.fairlabor.org)

ap.fairlabor.org

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