

Fact-sheet – How to involve workers?



What is the objective?

After understanding the benefit of workers’ consultation on working conditions and their satisfaction, the factory should define the appropriate method to involve them in an efficient manner.

Workers are the first impacted by their working conditions, therefore are the best ones to define rooms for improvement and can support the management on the implementation of new systems, procedures and processes – whatever the field (remuneration, work organization, health & safety, quality, etc.).

Nevertheless, to ensure efficiency of the workers consultation, it is necessary to define a clear policy, allow a fair representation, compose the necessary committees, and provide a clear scope of intervention for each of them.



How to achieve the objective?

What are the scopes the workers can/should be involved in?

1- **Legal representation** – According to the local regulation, the workers may be required to be represented by elected workers (workers’ representatives) in different mandatory committees (example: Health and Safety Committee). Any worker should be allowed to be candidate to the workers’ representatives’ positions.



INFORMATION

- Purpose of elections
- Process to be a candidate
- Rights and duties of a workers’ representative

CANDIDATES

- List posted in the facility

ELECTIONS

- Communication of date, location, process
- Anonymous vote
- Process adapted to the elections and sensitive workers (ex : committees’ disabled workers)
- Representative of candidates can attend the elections and results’ calculation

COMMITTEE

- Post of the election results (including the participation rate).

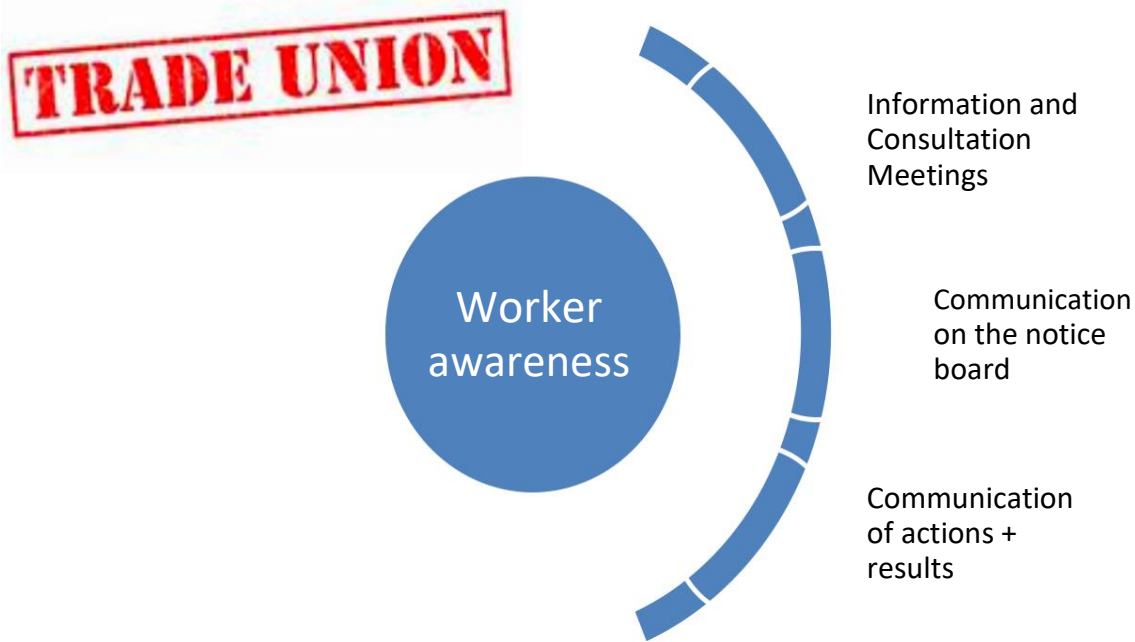
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2- **Consultation committees** – Those committees – established by the factory, the workers’ representatives or the trade unions – should have a clear scope of intervention, be composed of representatives of workers and management (maybe external experts when needed) and fix the agenda of meetings and the contents to review. The conclusions of such committees may lead to a collective bargaining’s launch.



How to improve worker’s involvement?

1- **Workers awareness** – To understand how the workers can participate in an active and efficient consultation/decision process, workers should be aware of the different consultation processes, their right to raise concerns and their ability to be part of some decisions. The involvement of trade unions on awareness actions can help to obtain good results.



- 2- **Workers' representation / trade union** – Encourage workers to vote for their workers' representatives and/or to be candidate for this position. Encourage workers to join trade unions. Facilitate the organization of elections and ensure any worker can freely vote. Worker's representatives and trade union members should have free access to workers, and be free to raise concerns to the management, in order to improve general working conditions or solve an individual concern.

- 3- **Communication** – Communicate – to workers and management staff - the decisions taken, the benefits that can directly or indirectly be linked to workers' involvement should help the overall dialog between management and workers.

Example of communication channels that can be used to demonstrate the benefits of workers' representation.

Notice board communication;

Team meetings organized by the mid management;

Workers' representatives communication;

Union trade's communication;

Refresher trainings.

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Common non-compliances

- **Examples of reasons for a factory to select workers' representatives** instead of organizing elections :
 - The factory would want to take advantage of designating workers to join the committees.
 - The designated worker could take advantage of that position to get benefits from the management instead of representing workers to improve their working conditions.

The factory should inform the workers about the election process and encourage free candidacies. Without interfering in the election results, the factory should facilitate the organization (allow posts, providing a room for election, providing specific time during working hours for each worker to vote, allow free access to workers to all candidacies, communicating the election results and recognizing the result.);

- **Examples of useless Health and Safety committee**
 - The discussed topics could be out of scope to avoid workers to be involved in the useful topics.
 - Worker's representatives are not given any chance to raise their level of understanding on Health & Safety manners, in order to avoid real involvement.
 - Meetings are not regular; the agenda is not communicated in advance to avoid proper preparation.

The factory should establish a general objective for the committee (as per law if any) and facilitate each member's active participation thanks to clear agendas, provide a proper access to related information and data. At the end of each meeting, the next meeting date should be set up, and clear action plan should be released and communicate to all. At the beginning of each meeting, the committee should review the action plan decided during the previous meeting and ensure continuity and efficiency of the actions.



Good practices

- Establish non-compulsory committee whenever it is proposed to encourage workers' consultation;
- Improve worker's awareness by organizing seminars, conferences and meetings with other factories of the same area/industry.

