

# Production and Productivity

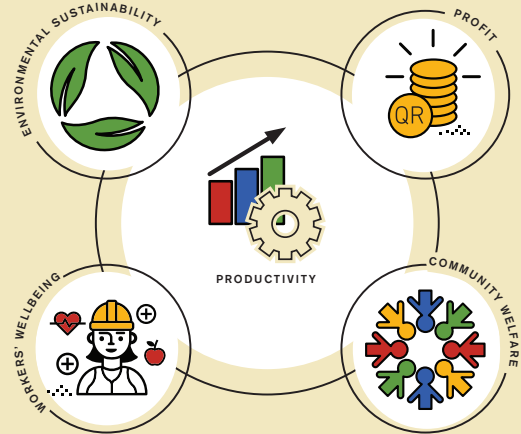
*The roles and responsibilities of workers' and managements representatives:*



## What is productivity?

**Productivity is a measure of how efficiently and effectively available resources** (e.g. the workforce, machinery, facilities, management) **are used to produce outputs** (e.g. goods and services).

While productivity is closely linked to competitiveness, it is also important to understand that productivity improvements should not happen at the expense of workers' overall health, the community within which company operations are located and environmental sustainability.



## How do joint committees improve a company's productivity?



### Reduced workload and time leading to improved health

When management engages effectively with employees, they can change the nature of their tasks to less time-consuming and physically demanding ones, which reduces the risks of occupational injuries and long working hours.



### Functioning machinery leading to cost savings

By reporting technical challenges in a timely manner, joint committees can pre-empt the equipment from deteriorating further which will result in cost savings for the company.



### Occupational mobility

Skill-development increases job satisfaction and effectiveness. Productivity improvements lead to workers gaining new skills and increase their employability or mobility within an organization.



### Recruitment costs eliminated / Retention rate

Effective consultation and follow-up with workers leads to employee retention, which in turn reduces the costs of replacement and retraining.



### Reduction in absenteeism

Information sharing builds trust between management and workers, which in turn creates healthier workplaces and reduces absenteeism.



### Dispute prevention

Joint committees contribute to the early resolution of individual and collective cases. Early dispute-resolutions leads to a reduction in legal fees, court cases, strikes and negative branding.



### Easy organizational change

Joint committees promote employee ownership of organizational changes.



### Qatari Law No. (14) of 2004:

Joint committees shall study and discuss all work-related matters in the company, in particular, the means of enhancing production and productivity (Article 126).

## Roles and responsibilities



### Management representatives

- Ensure clear commitment from senior level management.
- Build the case to management to ensure that there is available budget to effectively implement measures recommended by the joint committee, e.g. trainings to improve labour productivity and workers' skills, wage re-evaluation etc.
- Clearly assess the changes necessary and devote necessary time and energy.
- Share relevant information and communicate transparently in order to build trust on the part of workers and workers' representatives.
- Ensure budget availability to support the joint committee in the execution and implementation of its tasks (e.g. committee member training).
- Consider work incentives (e.g. wage increases, social security, more symbolic and entertaining forms of rewards such as certificate).



### Workers' representatives

- Ensure representatives are easy to contact and trusted by workers.
- Engage in dialogue with workers and report any concerns or observations expressed through channels available.
- Ensure that relevant topics are being addressed during productivity discussions (e.g., wages, access to social benefits, promotion, non-discrimination).
- Report and communicate on training needs that might be identified by workers such as skill gaps due to turnover (see also brief on trainings).
- Share outcomes (positive and negative) with workers.

## Preparing for a joint committee meeting on production and productivity

### Areas for consideration

#### Management representatives

#### Workers' representatives

#### Situational assessment of the workplace



- Are current production processes satisfactory? If not, what can be done to improve from management's side?
- Have productivity assessments been conducted for key work tasks / processes?
- Is there a need to bring in an external expert for support?
- What is the budget available which can be devoted to productivity improvements?
- What should be the prioritisation between different tasks?

- Are there work processes, or wider organizational processes, that could be improved?
- Is it necessary to discuss with workers whether certain tasks or processes could be better organised?
- Is everyone clear on their role and what they are working on?
- Are workers expressing that there is a need for more training on certain tasks?

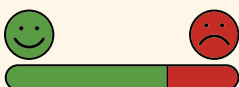
#### Access



- Is there buy-in from company management to support the process?
- How will an open and supportive environment that empowers workers to come forward with thoughts and concerns be maintained?

- How can workers be engaged to consider possible productivity improvements?
- Are there any activities that can be conducted to achieve buy-in from workers?
- How can worker suggestions be communicated to management and vice versa?

#### Reviewing and evaluating effectiveness



- How does the company measure productivity?
- How often are evaluations conducted?
- How can results and feedback from recent initiatives be communicated to the joint committee, and to others?

- Have recent productivity improvement initiatives been discussed with workers to get their views?
- Are workers expressing any negative or positive views related to recent initiatives?
- What information do you need from management to communicate to workers?