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## Global Healthy Workplace

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# Integrating The World Health Organization Framework in our System

March 2014, we will present to you how we apply the GHWP principles in Technica.

## **By ensuring:**

- Leadership engagement: Support and integration
- Worker involvement

## **To design and manage initiatives:**

- Which will protect and promote the health, safety and well being of all workers, along four components:
  - Physical Work Environment
  - Psychosocial Work Environment
  - Personal Health Resources
  - Enterprise Community Involvement

## **To ensure that initiatives are:**

- Innovative
- Sustainable
- Replicable

## **And to follow a continuous improvement cycle of:**

- Assessment
- Planning
- Action
- Improvement



April 2013, Technica was recognized with the 1<sup>st</sup> runner up prize for the GHWP Award. We used this award as a platform to refine and improve our system, and to spread the concepts of the GHWP in our community

# Technica Today

## 30 Years of History

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### 1982

Foundation of Technica as a local family business

Workshop: 40m<sup>2</sup>

Staff: 4

Market: Local



### 2014

Technica has become a multinational company with global reach

Factory Area: 6,000m<sup>2</sup>

Staff: 140

Customers in: 32 Countries

Branches in: 8 Countries

### Mission

Technica delivers innovative, customized and high quality solutions and turnkey lines, designed to satisfy the automation needs and the product handling of our customers, in order to improve their operation efficiency and to increase their production capacity.

### valued customers

We have build a base of 274 customers in 31 countries. We are also an approved vendor to most multinational companies.



### primary packages



- | Product conveyors
- | Side grip elevators
- | Mass flow conveyors
- | Debaggers
- | Accumulation tables (FIFO - loop - mass - row)

### secondary packages



- | Segregation units
- | Spiral conveyors
- | Continuous elevators
- | Conveyor systems (roller - belt)
- | Warehouse automation

### pallets & heavy loads



- | Palletizing lines
- | Stretch wrappers
- | Pallet conveyors
- | Shuttle cars
- | Pallet lifts
- | Pallet management



# Leadership Engagement, Support & Integration Strategy 2020

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The driver to this growth is the vision and the values of the founder:

*“We will grow our company while promoting objectives which are good to its employees as well as to the company. What is good for the company must also be good for the community.”*  
(Tony Haddad, 1982)

*– “Companies create shared value when they enhance their competitiveness while simultaneously advancing economic and social conditions in the communities in which they operate.”*  
(Michael Porter - Mark Kramer, January 2011)

*– These values are embedded into our vision for 2020 and our strategy map*

# Leadership Engagement, Support & Integration Culture

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our culture | TASSCCQE

I for innovation  
T for time respect  
A for accountability  
S for servant leadership  
S for safety compliance  
C for customer orientation  
C for cost consciousness  
Q for quality drive  
E for environment respect

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Companies, same as individuals, need to have a soul and a culture to sustain growth.

We have created our own culture | **TASSCCQE**:

- Innovation
- Time Respect
- Accountability
- Servant Leadership
- Safety Compliance
- Customer Orientation
- Cost Consciousness
- Quality Drive
- Environment Respect

## **GM Job Description:**

The global healthy workplace requirements have been integrated in the JD of the G.M.

# Leadership Engagement, Support & Integration

## Servant Leadership

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servant leaders are servants first,  
leaders second.

### I TASSCCQE

we are servant leaders.  
we have servant hearts:  
we have genuine love for others.  
we move outwards to serve them.  
we have servant heads:  
we set a clear vision.  
we are responsive to the team to make them responsible.  
we serve the team so that they can better serve the customers.  
we have servant hands.  
our behavior is a role model to the team.  
we develop a triple bottom line: caring for customers,  
engaged team and financial strength.

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Our managers are servants first, leaders second.

We have:

- A Servant Heart: We have genuine love for others
- A Servant Head: We set a clear vision
- A Servant Hand: Our behavior is a role model

Our organization structure is the inverted pyramid  
**(Ken Blanchard)**

Managers are called to serve the front liners so that  
they can better serve the customers.



# Leadership Engagement, Support & Integration

## ESP – Employee Satisfaction Program



if we don't take care of our customers,  
someone else will.

### I TASSCCQE

we train our team to understand the customer perception.  
we are customer oriented.  
we listen to the customer needs and respond to them.  
we build our relations based on trust and mutual support.  
we monitor the customer satisfaction and we react when needed.  
we do quality work to eliminate snags.  
we thank customers for their complaints and we react to them to create  
a bonding relation.

- The first C letter of our culture stands for “Customer Orientation”. We have developed for them a “Customer Satisfaction Program” (CSP).
- We view our employees as our internal customers and we have developed for them an “Employee Satisfaction Program” (ESP).
- Our employees are at the center of this program, and are involved and engaged.

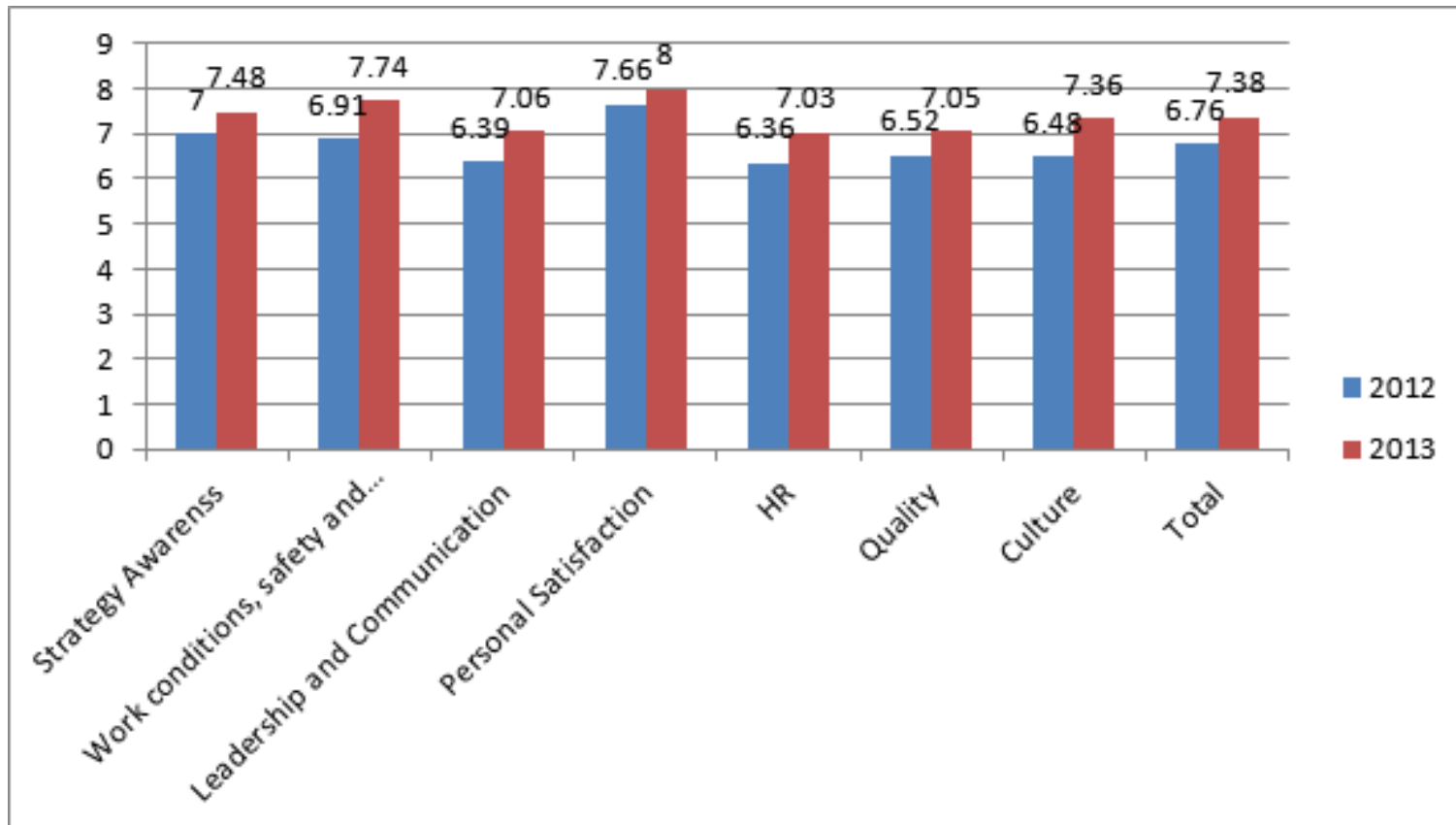
### ESP includes:

- Design of initiatives
- Evaluation of results by all the team
- Action plan for improvements

# Worker Involvement Organization Capital Survey

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- 2 KPI's track the progress in the HR process:
  - ESI (Employee satisfaction index)
  - PSI (Personal satisfaction index)

# Worker Involvement Organization Capital Survey



- Our employees play a big role in the development of the initiatives and in the evaluation of results
- They provide their input through:
  - Focus Group discussions
  - 360° feedback program
  - ESQ (Employee Satisfaction Questionnaire)
  - Organization Capital Surveys
  - SER (Safety & Environment Improvement Request)
  - OFI (Opportunity for Improvement)
  - AWR (Award Request)
- The input is consolidated and analyzed
- Actions are decided and decisions are shared with the team

# Worker Involvement Quest for Change

## GM meeting the team



- Input from the team is the basis of our strategy and actions
- Engagement of the team was instrumental in the company turnaround in 2010:  
After 2 consecutive years of losses, we were able to go from EBIT -5% to an EBIT +15%



# Worker Involvement

## Quest for Change

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The quest for change was set in a general meeting:

- **Data Collection:**  
Collect the input of all the team at all levels, of what is going wrong and needs changing
- **Gap analysis:**  
Analyze root cause and design actions
- **Quest for change:**  
Game of “Who Moved my Cheese” (Dr. Spencer Johnson)
- **Tough decisions were taken together:**
  - The team followed and was engaged
  - Freeze salaries and bonuses for 18 months
  - Cut layers of supervision
  - Empower the front liners
  - Commitment of the company: no lay offs, except in case of mediocrity
- **Impact:**  
Since 2010, we are sustaining a yearly average growth of 15% in sales and in profits





### Design and implement “Safety Management System”:

- Add to the organization structure “Safety Officer”
- 18001 Safety Standard Certification

### Safety culture:

Safety buddies and internal safety auditors trained for factory as well as for sites inspection

### Safety trainings for installation teams on customers safety requirements:

Got “Approved Contractors” status from multinational companies: P&G, Nestle, Unilever, Mars, Marai



### Install safety cameras:

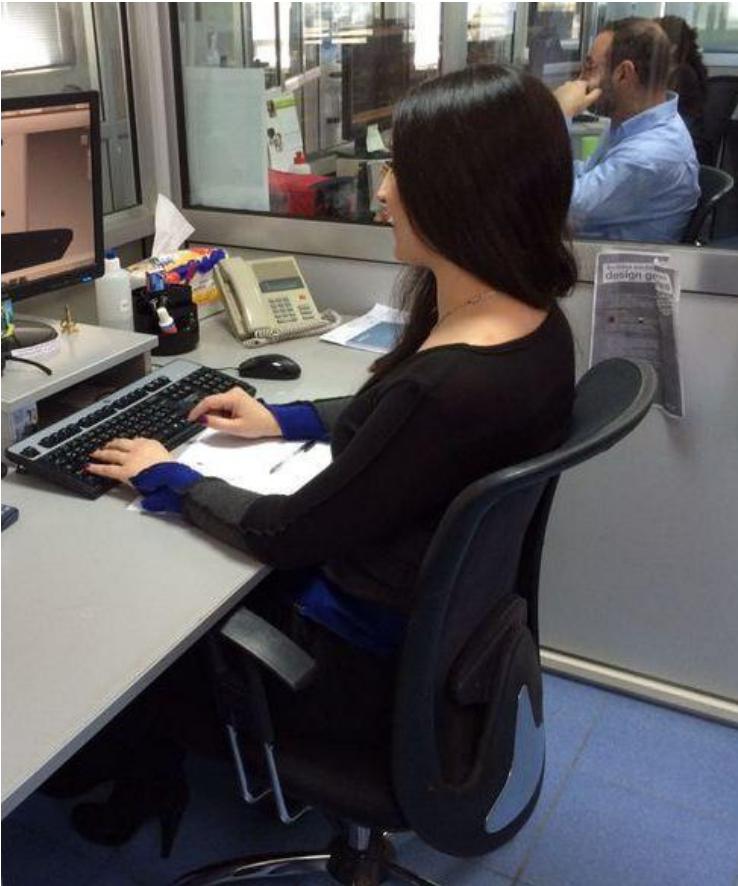
- 24 hours monitoring and recording
- Hazards and unsafe behaviors are played back to the team

### Factory work area:

- Factory ventilation system redesigned
- Noise study applied

### Fire alarms and fire fighting:

- Fire alarm system for server room, offices and factory
- Fire fighting team defined, fire drills for all company workers



### Ergonomic work environment study and implementation:

- Ergonomic chairs for all staff (70 chairs replaced)
- Operator work stations redesigned
- Study and training on correct postures for computer users

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EXECUTIVE BUSINESS INSTITUTE

**Personal Development Plan**

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**For**

**Mrs. Iman Helu**

**Human Resources Manager**

**July 2012**



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### **Performance appraisal process:**

- Worker own self evaluation and manager's evaluation
- Process of: set objectives, coach to perform, evaluate results, and refine objectives

### **Personal Development plan (PDP):**

- Online and interview assessment by an outside expert (exeed)
- Coaching plan developed for each with training for leaders
- Life coach assigned where needed

### **Training plan:**

- Competencies matrix and training plan all year round

# Psychosocial Work Environment

## Financial Rewards

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Compensation  
& Benefits survey 2013



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### Profit sharing:

- 5% of company profits are distributed to the team
- Recognition of their contribution to creating value to the company

### Financial assistance and security:

- Agreement with our bankers to provide up to 7 months short term loans and long term loans for housing
- Loan guaranteed by company

### Technica membership:

- Agreement with all our suppliers to grant our special discount to all our employees
- Agreement with major outlets to provide special quantity discounts

### Compensation and benefits plan:

- Salary scale based on HAY methodology
- Survey for compensation (HR Club)
- Job evaluation
- Policy to set our compensation 10% higher than similar industries



# Psychosocial Work Environment

## Psycho Work Environment

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### **Equal employment opportunities:**

- 25% girls, 75% boys
- Top management: 50% women

### **Flexible hours for mothers:**

- Option to work from 8:00 A.M. till 4:00 P.M.
- Leave in case of need at home with no prior notice
- Breast feeding room available

### **No lay off policy:**

- Strict policy of no lay off for reasons of loss of sales or profits.
- Lay off only for breach of values or unwillingness / in capacity to develop and train to meet job competencies

### **Life insurance:**

- Personal accidents and life insurance with legal heirs as beneficiary

### **Recognize and reward achievements:**

- Technica award for innovation and initiatives
- SER award (Safety and Environment Request Improvement)
- OFI award for the highest contribution
- “Sharing for Learning” initiative



Day out at “La Vie En Rose”

### Company day out:

- Yearly outward activity for all the company: games, lunch, activities
- Bonding relation between leadership, management and workers



Christmas concert

### Music club and concerts

- Develop musical talent of team
- Concerts, yearly Christmas concert and mass



**Safety training with assistance of translator for hearing disabled**

### **Focus groups:**

- Annual meetings by groups to evaluate ESP
- ESP owner: HR manager, collects feedback, sets action plan

### **360° feedback:**

- Outside consultant to conduct survey

### **Opportunities for the disabled:**

- 3 technicians with hearing disability
- They participate to all activities and training via specialized translator
- Are hard workers and increase motivation of team

### **Multinational employment policy:**

- Workers from different nationalities and cultures  
India (5), Egypt (3), Syrilanka (1), Palestine (11),  
Syria (3), Soudan (3), Nigeria (2) Philippines (1)

### **“Organization Capital” survey**

- Conducted for all employees
- Results posted
- Index created and is KPI in HR process

# Healthy day Technica

6 September, 2011



### No smoking environment:

- Many workers reduced or dropped smoking

### Promote healthy eating habits:

- Outside expert dietician to assess and recommend diet plan
- Monitor main indicators and record progress

# Personal Health Resources

## Personal Health

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### **Promote physical exercise and sports:**

- Free membership at local club for sports fan
- Basketball and football team
- Inter company tournaments



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## Giving Blood

"Donner Sang Compter"

**Mission:**  
To create a centralized organization that holds a database of potential volunteers who are willing to generously donate their blood, platelets and plasma to patients in need, hence answering the greatest possible number of demands all over the Lebanese territory.

**You can donate blood if you:**  
are generally in good health, age 18 to 65 and weigh at least 50kg for women and at least 60 kg for men.

**You can't donate blood if you:**

- Have donated blood more than 5 times in a year's time.
- Have undergone an operation less than 6 months ago.
- Have liver, lung, thyroid or heart disease.
- Have lost weight or have noted a persistent elevation of temperature for no apparent cause.
- Have taken aspirin or profenid or any medication against infections in the past week or less.
- Had diarrhea within the last week.
- Have ingested or injected narcotics (drugs).
- Had a previous infection of hepatitis B or C, jaundice or malaria.
- Had a past case of any type of cancer.
- Had a vaccination (flu, chicken pox, hepatitis...) within 1 month or less.
- Have a blood borne disease (thalassemia, hemophilia...) or epileptic seizures.
- Have donated platelets less than 48 hours ago.
- Had a piercing or a tattoo less than a year ago.
- Had a needle accident or razor or blade accident with foreign blood less than a year ago.
- Had an unprotected sexual activity with multiple partners.
- Are a man who has had sex with another man (even if protected).
- Are under the age of 18 or over the age of 65.
- Are pregnant or have had a baby in the last 9 months.
- Have your periods (women).
- Have a medication allergy.
- Have been tested HIV positive or think you might be at risk.

**Benefits of donating Blood**

- If you donate blood several times a year, you are likely in better physical shape than those who do not, and you have a reduced risk for several severe diseases.
- You can give blood every 8 weeks, that's approximately every two months up to 4 times a year for women and five times for men.
- Giving blood leads to lowering the iron levels in the donor's body, which can help reduce the risk of heart disease.
- Homogeneous blood donation is correlated with lower risks of cancers. According to the Miller-Roytman Blood Center, including liver, lung, colon, stomach and breast cancers. Risk levels dropped is related to the frequency of blood donation.
- Donating blood improves cardiovascular health.
- Blood donation will allow the replenishment of the donor's blood supply which will help his body to function more efficiently. After donating, the human body replaces the blood volume within 48 hours of donation, and all of the red blood cells lost during donation are completely replaced within four to eight weeks.

**Blood-Brothers Bracelet**



For only 5,000 LBP wear your blood type with style, and support Donner Sang Compter and its noble efforts towards the cause of Blood Donation in Lebanon.  
Contact Safety Department to get the bracelet

### Company Doctor:

- Periodic routine checks for specific positions
- Vaccination plan
- Secure special medication in times of crisis (SARS out break)

### Blood donations:

- Database of blood types for all workers
- Mobile numbers for emergency donations
- Blood donation day (Donner sang compter)



### **First aid training:**

- 14 hours training plan of RED cross
- Special training for accidents at home



**What is good for me  
is certainly good for the company.**

**What is good for the company  
must also be good for the community.**

### Community Level:

- 5KM of road to the factory and neighboring village repaired and asphalted

### Assist local university:

- Contribution to local university (CNAM) by 5% of our yearly purchases collected from our suppliers and amount doubled by Technica
- Invited other industrialists to do the same and replicate

### Cooperation with universities:

- Sponsoring of final year projects and financing with salaries to engineers
- Training hub for graduating engineers with opportunity for employment for good trainees

### Sharing of blood types database:

- Share our database with local hospitals for emergency donations

# Enterprise Community Involvement

## Environment Level

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### Forestation:

- On our 30th anniversary, plant a tree in name of our stake holders, with GPS coordinates
- Plant a tree for each new order, 500 trees will be planted in 2012-2013
- Campaign with fellow industrialists to replicate

### Waste Recycling:

- Segregate waste and dispatch to recycling centers
- e waste recycling initiative

### Solar Power:

- 10 years long term loan to generate solar power and preserve environment

### Green pledge:

- We signed the green pledge as an engagement to become an environmental friendly company by green behavior



# Enterprise Community Involvement

## Environment Level

We received 45 replies from our customers. Below are some of the testimonies received:

| Company Name              | Recognition  |
|---------------------------|--|
| Nada Dairy                | I think that this is a great idea. I hope other companies pick up on your idea and follow. Congratulations – Nada is a proud customer of Technica. |
| Nestle Nigeria            | Appreciate all your and the team effort bringing more comfort to the community around.   |
| P&G Cairo                 | Love the idea!! Very good job!!Waiting for the GPS coordinates of all my orders J  |
| World Health Organization | This is very nice dear all, I even feel like planting a tree now.  |
| HEINZ EGYPT               | Thanks for planting a tree for Heinz, and making us a part of your precious contribution to Lebanon and the entire planet.                         |
| Al Safi- Danone           | Look forward to have many more orders being converted into a green forest of Al Safi Danone  |
| System Plast              | many thanks for sending me the attached certificate.<br>In the last 2 years, I have noticed how much you are sensitive to our planet's problems.   |
| NAJRAN DAIRY              | THANK YOU, we will keep our tree & business growing  |
| Helukabel                 | this is really a great idea and deserves our respect. Thank you for considering HELUKABEL in this project.   |





innovation is innate and dormant,  
just cut it loose and let it out.

#### I TASSCCQE

we strongly encourage and reward creativity, innovation and personal initiative (refer to innovation policy).  
we don't punish failure of innovative ideas.  
we imagine things that could happen and ask why not.  
we brainstorm with fresh minds and no boundaries that limit our thinking.

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- Some people see things happening and ask “why”. We imagine things that could happen and ask “why not”
- The missing “I” in our logo reflects the innovative drive
- Innovation is reflected in moving from “Responsibility” to “Value Creation” (from CSR to CSV)
- Initiatives become fun games to drive results.
- Innovation is also reflected in involving our suppliers and stake holders in our healthy workplace program

# Sustainable Initiatives

## Healthy Workplace Program Committee



Healthy Workplace Programs Review Meeting

- This effort is not a one time project
- To ensure sustainability, we have created a “healthy workplace programs committee”
- The committee consists of: (From left to right) HR Manager, Quality Manager, Strategy Management Officer, and Safety Officer, GM
- The committee reports directly to the GM



To ensure sustainability, we have included in our strategic corporate objectives, the initiatives related to the GHWP.

These initiatives are made public and displayed on posters in the factory and in the offices.

# Replicable Initiatives

## Sharing our Culture



- Our ambition is to be a role model and duplicate our system in other communities
- Our culture is made public and visible at the entrance for visitors
- Ministry of industry requested copies to post them in the ministry
- Multinational companies requested and received copies

# Replicable Initiatives

## LEA Award



His excellency, the President of the republic of Lebanon, General Michel Sleiman, delivering the LEA award to Technica GM, Tony Haddad in 2013 & 2014.

This is administered by the European community to companies meeting European excellence standards.



# Replicable Initiatives

## HR Club



- Technica then initiated the “HR club”. Today it has 32 members.
- We share data and surveys of compensation plans, culture elements, quality measures.
- Final report is prepared and diffused by our HR department
- We campaign our initiatives and invite the members to replicate

# Follow Continuous Improvement Cycle

## Deming Cycle PDCA

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### Assessment:

System efficiency is assessed through:

- Focus group discussions
- 360° feedback
- Organizational capital surveys
- Input from OFI's (Opportunity for Improvement)
- Input from SER (Safety and environment improvement request)

### Planning:

Initiatives are planned and reviewed in:

- Operational department meetings (monthly)
- Strategy review meetings (Quarterly)
- Management and safety review meetings (semi annually)

### Monitoring:

- Software "Q-Pulse" is used to track and manage the implementation. The software includes modules for:
  - OFI process
  - SER process
  - AWR process (Technica Award)



HOD's in training: Leadership and team building

To sustain a global healthy workplace and environment, we have entrenched this philosophy in the behavior of our team:

- Profit is not the driver of our company
- Profit is the **applause** that the company gets from our **satisfied customers**, when they are served by our **highly motivated team**



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**Thank you**