PRESERVATION OF DIGNITY: promoting Decent, Sustainable conditions for workers in a private sector-led Sugar Cane Industry
Submission to the Wint Sugar Industry Commission of Enquiry

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Preamble
The Bustamante Industrial Trade Union (BITU), University and Allied Workers Union (UAWU) and the National Workers Union (NWU) (the Trade Union Movement) welcomes the opportunity to make this presentation to the Wint Sugar Industry Inquiry Commission (the Commission). It is the anticipation of the Trade Union Movement that the Commission will achieve its stated objective to guide the modernization of the sector so as to guarantee its sustainability and improve competitiveness against countries that have highly invested in and diversified sugar cane production. This is fundamental, since the current situation is untenable, and contributes to further deterioration and stagnation in the Sugar Cane Industry, increasing the losses to the Jamaican economy and further frustrating workers within the sector. Poverty alleviation strategies within the sector have failed because they do not seek to preserve the dignity of the worker; this must change in the new paradigm. The Trade Union Movement is convinced that a modern, efficient and vibrant sugar cane industry, taking advantage of the natural and human resources available for cane cultivation and processing (i.e. sugar and value added products [ethanol, alcohol], etc) has an important place and role in the Jamaican economy. The Trade Union Movement believes that the creation of decent and sustainable working conditions is a necessary precondition to build this modern sugar cane industry.

Background
The Sugar Cane Industry remains one of the most important contributors to the Jamaican economy and socially relevant industries. Several rural districts remain dependent on the sugar cane industry for survival. According to the Honorable Minister of Agriculture and Fisheries, Dr Christopher Tufton, in his budget presentation earlier this year, the agriculture sector recorded an increase from 4.8% to 5.6% in 2009 - a 12 percent increase. In the 2008/2009 crop year, the gross value of sugar production was J$5.56B with the export value of sugar, US$72M, and rum, US$48.6M.

The sugar industry is a significant employer of labour: approximately 35,000 persons are employed in the Jamaican sugar industry and tens of thousands more people in rural communities depend on the industry for survival. It is noteworthy that the sugar industry in Jamaica employs more persons than in any other ACP country, and is responsible for the development of many skilled technical and research personnel within the agricultural sector. In many of these rural, “sugar towns”, the sugar estates provide not only employment, but other amenities such as health centres/clinics, basic schools, staff housing, social and sport clubs and recreational facilities. The social relevance and importance of this industry cannot be understated, or overlooked.

The sugar industry has been dogged by persistent problems such as:
1. lack of adequate raw material;
2. poor sugar cane quality;
3. obsolescence of production methods, machinery and equipment;
4. labor issues;
5. fallout as a result of European Union Sugar Regime, which saw the price that the EU pays for the sugar produced in the ACP countries slashed by 39%.
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The then Government, in a move to modernize the industry and propel it into the new era, divested itself of the direct operations and responsibility for four (4) sugar factories (Frome, Long Pond, Monymusk & Bernard Lodge) in December 1993. However, this divestment exercise did not succeed, and the Government was forced to reacquire the sugar factories.

In December 2005 the then Government outlined a series of reforms through the Jamaica Country Strategy for the Adaptation of the Sugar Industry¹, intended to position the industry for viability after the abovementioned EU Sugar Regime. The three (3) pillars of this reform were:

(i) private sector led sugar cane industry based on multiple products;
(ii) mitigation of the social, economic and environmental fall out resulting from the privatization; and
(iii) maintaining progress towards the Government of Jamaica's macroeconomic goals.

In June 2009, following an extensive process, Cabinet approved the divestment of the St. Thomas Sugar Company to a consortium between Fred M. Jones Estate Limited and Seprod, and the Trelawny Sugar Company to Everglades Farms. The Government continues to pursue the divestment of the remaining assets of the sugar cane industry.

The Trade Union Movement supports the pursuit of private investment in the development of existing government-owned sugar operations, through a measured, targeted privatization of the sugar industry. However, the Trade Union Movement strongly cautions against the Government ignoring and trampling upon the rights of the worker in the process, as many of these are the most vulnerable members of society.

The notion that the sugar industry cannot be viable is dismissed when one views the significant contributions that private sector is making, such as is the case at Appleton, Worthy Park and Golden Grove. The Trade Union Movement implores the stakeholders at the highest level to share the benefits with the small farmers and workers within the industry, and ensure that they are able to live in dignity and provide for themselves and their families.

This presentation is being made to the Wint Sugar Industry Inquiry Commission, which has been approved by the Cabinet to review, enquire into and report on the relevance of the current regulatory, institutional, cane pricing and product marketing arrangements of the industry and make recommendations in respect of changes, if any, to the current arrangements in the national interest of Jamaica. This presentation will focus on the importance of the laborers within the industry, and will promote decent, sustainable conditions for workers in a private-sector led sugar cane industry.

¹ The Jamaica Country Strategy for the Adaptation of the Sugar Industry 2006-2015 was prepared by the Planning Institute of Jamaica (PIOJ) in collaboration with local stakeholders, and was submitted to the EU in January 2006.
State of sugar worker conditions

The Trade Union Movement has identified the following attributes of workers employed to the Government-owned sugar estates:

1. Unskilled and unmotivated laborers with low morale;
2. Low productivity;
3. Limited/poor safety and health conditions as well as unsafe practices in the factories and fields;
4. Poor social protection (safety net) programmes in case of loss of income, natural disasters or lifestyle diseases;
5. Aged/aging labor force, with an inability to attract young men and women to the industry. This can be attributed to a social perception that working in the sugar industry (especially field laborers) is tantamount to slavery and slavery-like conditions;
6. Limited scope for growth both socially and on any career path, especially if a worker begins in the field;
7. Extremely poor living conditions, where several persons live in communal, barrack settings. This negative impact extends to poor social development of the communities surrounding the sugar estates, where education, cultural, recreation, and sport facilities are in a general poor state;
8. Compensation packages and average payments are very low, with most of the jobs in the sector being minimum wage.

There is an urgent need for the Government and other stakeholders within the sugar industry of Jamaica to take a holistic examination of the current status of the industry. Specifically, each component and each stage of the production cycle should be analyzed closely; both on its own merit and as it relates to each other factor of production. Some of the areas that require urgent analysis at this time include:

- **Field production**: It is widely believed that there are approximately 45 000 hectares of cultivable sugar cane lands available for production in Jamaica, however, poor farming practices (burning, improper fertilization, etc) has, over time, led to the deterioration of the quality of the soil. At the field level, it is important to implement corrective policies within a national framework so that the quality of Jamaican sugar cane can begin on even footing.

  Minimum land quality standards must be adhered to, and quality control officers at the field level should be deployed to monitor the condition of the fields and administer corrective actions where necessary. It will also be useful to document and distribute to all participants at the field level maintenance requirements and quality standards, correct amounts and timing of fertilizer, correct farming procedures, economical use of the sugar lands to reduce inefficiencies.

- **Modernization of sugar factories**: Many of the Jamaican sugar factories have existed for well over fifty years and are still, for the most part, labor-intensive operations. The industry must introduce machinery and equipment, which will
necessitate redundancies, complete simple and repetitive tasks in a more timely and
cost effective manner and optimize available resources.

It is important to note that the modernization and restructuring of the operations of
the sugar factories is closely related to the improvement of sugar cane field
cultivation. It is an erroneous belief that one should be examined in isolation of the
other, as for the factories to be optimally utilized, a minimum throughput must be
maintained. Several productive hours a day are wasted as a result of insufficient
raw material and unscheduled downtime of machinery & equipment.

An examination of the process flow within the sugar factories might also prove
instructive as production times could be improved dramatically by the physical
rearrangement of the different processing stages. Also, the sugar factories should
also be standardized to ensure that quality control is consistent throughout the
industry. It is expected that efficient and modernized sugar factories will yield a
greater output of a higher quality product.

• **Research and development:** The examination of the sugar industry would bot be
  complete without a discussion of research and development. The government
  should explore this function within the industry through a coordinated unit of the
  Sugar Industry Authority or the Sugar Industry Research Institute. This unit must
  have as its primary emphasis the development of new processes, which may lead to
  better quantity and quality outputs and quite possibly spin-off products.

  R&D is critical as it promotes the growth of any industry, constantly seeking new
  areas of growth and more efficient ways of doing everyday tasks. It may also result
  in the development of new tools to implement necessary activities within the
  production cycle. It is recommended that the R&D be designated within 5-10% of
  the price of sugar. Again, one should observe that in this holistic review of the sugar
  industry, R&D as an isolated issue is important; however, as a necessary component,
  its value multiplies exponentially. R&D is critical to more economic uses of the
  sugar fields and modernization of the factories which will yield greater quantities
  and a higher quality finished product.

• **Financial Support:** The Government has heavily subsidized the Jamaican sugar
  industry for several years. However, one can argue whether these financial
  resources were effectively used. What is suggested in this holistic examination of
  the industry is a comprehensive analysis of the financial needs of the industry to be
  allocated before the production period. If this is not done, the costs to the
  Government both during and after the production cycle will continue to be more
  expensive and potentially more damaging to the economy, given the unexpected
  nature of the financial support.

  When all aspects of the industry are identified and reasonably planned, the
  incidence of unexpected occurrences will have little impact on the sugar production
for the year in question. This is not to suggest that contingency budgeting is not already in practice; however, each stage of the production cycle should be conservatively examined. The budgeting exercise must begin at the land preparation and nursery/seedling stages to post-cultivation production stages, with a planned contingency for potential setbacks at each stage.

Budgeting under this holistic approach will also involve long-term agreements with the labor force, adequate administrative support and a close relationship between R&D/quality control personnel which could lead to greater efficiencies and reduction of waste which would result in a more competitive price for the finished product. It is this forward planning and budgeting that will ultimately support the financing needs of the sugar industry.

• **Human Resources:** Notwithstanding the recent emphasis on training Jamaicans to occupy positions in an “IT” environment, we should understand that this is a long-term plan and does not encompass individuals who have been long tenured in the sugar industry. It also does not include those persons who have been trained for specialized tasks within the industry.

Admittedly, both sides of the administration/worker equation have not agreed on the importance of the role of the worker in the sugar industry. As a result, there is a clear attitude of “self” interests and no commitment on either part to the viability of the finished product. For example, the independent contractors responsible for reaping the sugar cane harvests are paid before the finished product is shipped and funds are received.

In this review of the human factor, one must understand that it is important for the worker to be comfortable with the tasks they have been mandated to perform. To accomplish this, worker satisfaction and interests should be controlled before the start of the production cycle. Specifically, workers should be made to understand that the viability of the finished product resides with them. The workers should be advised of their importance in the international context and the owners must emphasize the importance of the worker.

With respect to recruitment, management should realize that remuneration levels **must** be improved to attract the caliber of professionals (financial consultants, scientists, administration and marketing) that will be required to bring about sustainable growth and development within the industry.
Putting the sugar industry into private hands

The Jamaican privatisation programme began in the early 1980s with the divestment of public services and small entities which were a burden on fiscal resources, such as garbage collection services, parks and markets, and public cleansing (e.g. street cleaning, etc). Through its privatisation policy, the Government has sought to reduce its role in commercial activities while focusing on measures that bring greater efficiency to the economy. In this way, the Government encourages creative entrepreneurship, fosters economic growth and frees central government from burdensome commercial activities.2

The Trade Union Movement plays a pivotal role in the privatisation process. As experiences in other jurisdictions have shown, Government privatisation policy is causing increasing discontent among trade unions, who believe that the government has decided to accelerate privatisation at the cost of social dialogue. The lack of consultation and negotiation with all stakeholders often leads to disputes in companies that undergo privatisation processes. In a haste to privatise state assets, there is an observed general trampling upon and ignoring of the worker.

For example, in Poland, the position of National Commission of NSZZ Solidarność, an independent and self-governing Trade Union, is that a sine qua non condition of privatisation should be the guarantee of employment, provision of social packages and obliging the new investor to develop the company and not liquidate it. In the Australian state of Queensland, the trade unions are doing everything they can to contain widespread opposition to the state Labor government’s plan to privatise a swathe of public assets to meet the demands of the financial markets. The Government has cited the impact of the global economic crisis as the reason for the sell off, but again, the workers are to bear the brunt of the decision, with 10,000 jobs, as well as job security, wages and entitlements in jeopardy of being lost.

The Trade Union Movement supports the privatization initiative in principle, but calls for the tenets of transparency, consultation and the highest regard of the rights of the worker to be observed during the transaction.

The Trade Union Movement wishes to have a representative be a part of the policy framework implementation team. In addition the Trade Union Movement proposes that either the Sugar Transformation Unit or a department within the Ministry of Labor and Social Security be charged with the responsibility for monitoring the labor force in the post privatization environment. This post privatisation monitoring unit would also be empowered with authority to propose sanctions in cases of breach. The Trade Union Movement strongly cautions against the Government ignoring and trampling upon the rights of the worker in the process, especially since the workers in question are the most vulnerable members of society.

2 Source: Development Bank of Jamaica website (www.dbankjm.com)
Participative Management
The BITU, UAWU and the NWU work alongside their social partners, towards a new industrial relations paradigm founded on the pillars of cooperation, trust, integrity, participation, communication and information sharing. The Trade Union Movement has advocated for some time the concept of participative management, where the general idea is that empowered employees will feel better about their jobs and be more productive. In order for this to be achieved, a culture of trust must be maintained; employees must be convinced that they have a stake in the business outcome, whatever it may be. It is the view of the Trade Union Movement that if the sugar worker is not sufficiently empowered, and if conditions for the worker are not decent and dignified, this will jeopardize the Industrial Relations landscape, and by extension, make any prospect for real and sustainable growth and development in the sugar industry impossible.

Consider the following statement given by the Director of the ILO Caribbean Office on the occasion of the ILO Tripartite National Seminar on the Establishment of a Productivity Centre in February 2000:

...the development of a performing industry, which is no longer protected by the walls of tariffs, is not easy to accomplish and often the workers are the first to fall victims to the changes. Too often entrepreneurial wisdom is restricted to a cost-saving perspective with the effect that workers experience change mainly negatively as loss of jobs, income and benefits. They feel treated as dispensable items, as not being valued and as identified as the losers...they have lost trust. In fact, it sometimes appears as if a culture of mistrust permeates relations between management and labour at all levels. This mutual mistrust affects enterprise performance and profits, it hurts the workers who face losses of jobs and erosion of earnings and it spills over into the larger framework of Government’s economic and fiscal performance.

It is a growing trend in Jamaica today for the basic rights of the worker to be overlooked. This practice demonstrates a general contempt for the worker and threatens to disrupt the relative calm which has prevailed in the sugar industry.

The Future: A Private Sector-Led Sugar Industry
The future Jamaican sugar cane industry ought to be dynamic, realizing the full development of the people laboring in it, employing our national resources in a comprehensive, sensible manner. The industry should also:

- be safe and healthy workplace;
- have ease of access of workers to basic health and education benefits;
- be free from race and gender discrimination;
- ensure that the workers live in habitable, dignified conditions, with access to potable water and modern sanitary conveniences;
- encourage and promote active social dialogue, supporting continuous, lifelong learning and training;

3 See Appendix 1: A Model of how Participative Management Works
utilize the institutional framework currently in place, with key components such as the Sugar Industry Authority, the Sugar Industry Research Institute, Jamaica Cane Product Sales and the Sugar Producers’ Federation.

The Trade Union Movement believes that all the institutions including the Sugar Industry Authority, the Sugar Industry Research Institute, Jamaica Cane Product Sales and the Sugar Producers’ Federation have played a vital role in the industry and they should be maintained in the new paradigm. This is important since there will always be a need for oversight to ensure that the companies are properly carrying out their objectives. In addition, the Trade Union Movement strongly supports the All-Island Jamaica Cane Farmers Association as the industry cannot grow or become viable without a strong and vibrant cane farmers association.

**Sugar Industry Authority and its Sugar Industry Research Institute**

The Sugar Industry Authority (SIA) is the regulatory body established by law to:

1. Secure and expand our markets for sugar. The current agreements are Government to Government and the SIA has the legal responsibility to protect these agreements.
2. Play a vital role in disseminating information about the industry locally and overseas;
3. Provide training and advise the GOJ on matters affecting the industry;
4. Arbitrate disputes between the various contending parties. It performs the important role through its cane prices committee to determine the way in which the proceeds of the industry are divided between the farmer and the manufacturers;
5. Handle the sale of Jamaican raw sugar;
6. Import raw sugar;
7. Carry the functions of the core samplers which enables the payment to the industry on the basis of quality.

The SIA including its research arm the Sugar Industry Research Institute (SIRI) is reviewing the role and functions it must undertake within the framework of a restructured and modern sugar industry. This review has determined the main objectives as:

(i) The provision of technical services and assistance to sugar cane growers and raw sugar manufacturers;  
(ii) The development of research programmes relevant to the Jamaican sugar industry.

• pursue actively a diversified product mix, which involves a wide cross-section of outputs such as refined sugar, bagasse, cogeneration, syrup, alcohol and rum.
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The Trade Union Movement strongly recommends that all stakeholders should benefit from the diversified product mix, and not be the source of mega-profits for a select few.

Sugar Industry Objectives
To guarantee the survival of the Jamaican sugar industry in the modern era, it is clear that the following objectives must be achieved:
1. the costs of production should be between US$0.15/lb – US$0.18/lb;
2. sugar production should increase to 300 000 metric tonnes per annum;
3. three million MT cane production;
4. tons of cane/tons of sugar ratio of 10 Tc/Ts;
5. narrowing of the “trust gap” between the employers and the employees.

Most importantly for the new paradigm, the Trade Union Movement wishes to see the adoption and implementation of a decent work agenda as a strategy for poverty reduction. The decent work for all policy is one in which the aspirations of people in their working lives – their aspirations for opportunity and income; rights, voice and recognition; family stability and personal development; and fairness and gender equality⁴, can be achieved. Ultimately these various dimensions of decent work underpin peace in communities and society.⁵ These objectives hold for all workers, women and men, in both formal and informal economies; in wage employment or working on their own account; in the fields, factories and offices; in their home or in the community.

The Decent Work Agenda
The Decent Work Agenda is an effective poverty alleviation strategy. Putting the decent work agenda into practice is achieved through the implementation of its four (4) strategic objectives:

1. Creating jobs. An economy that generates opportunities for investment, entrepreneurship, job creation and sustainable livelihood.
2. Guaranteeing rights at work. Obtain recognition and respect for the rights of workers. All workers, and in particular, disadvantaged or poor workers, need representation and good laws that are enforced and worked for, not against, their interest.
3. Extending social protection. Promote both inclusive and productivity by ensuring that men and women enjoy working conditions which are safe, allow adequate free time and rest, taking into account family and social values, provide for adequate compensation in case of loss or reduced income and permit access to adequate health care, and
4. Promoting dialogue and conflict resolution. People in poverty understand the need to negotiate and now dialogue is the way to solve problems peacefully. Social dialogue involving strong and indecent workers’ and employers’ organizations is essential to increasing productivity and avoiding dispute at work and to building cohesive society.

⁴ Source: International Labour Organization website
⁵ IBID
Recommendations

The following strategies are being presented to the Wint Sugar Industry Commission of Enquiry to preserve dignity and promote decent, sustainable conditions for workers in a private sector-led sugar cane industry:

1. **Green Cane Harvesting.** It is recommended that Jamaica return to a standard of green cane harvesting. This method represents better agronomic practice than burning and it is also better for the environment. It is recommended that the industry return to “hand-cut” reaping, as mechanization has not had the impact in Jamaica as in other countries. While the union is not against mechanization, it is evident that machines are not capable of separating sugar cane from debris and fragments picked up during harvesting. In addition, the Jamaican terrain does not lend itself to large scale mechanization;

2. **Elimination of waste and corruption.** Workers and worker delegates within the industry have complained of wanton waste within the sector. Unions at the local level have documented strategies as to how these corrupt practices can be streamlined with the assistance of strong management at the institutions.

3. **Rightsizing the factory workforce.** There has never been an empirical analysis conducted regarding the correct worker requirements for the Jamaican sugar factories, and the current employment practices appear quite loose. It is recommended that a proper analysis be conducted as to the required workforce to generate the required throughput from the field level to the factory level.

4. **Vandalism.** Illicit cane fires and cattle which destroy several hectares of cultivable land each year, must be controlled. This may involve the action of law enforcement officers to stem this form of waste.

5. **Community involvement.** It is recommended that the sugar factories reestablish programs to become closer connected with the surrounding communities. In the past, sugar factories were the center of community football, cricket and netball activities and tournaments. If the communities feel a closer sense of purpose to the factories, they will be more inclined to support the initiatives of the factory and will be more protective of same.

6. **Tax considerations.** Government is requested to offer incentives to the sugar industry as a temporary measure since the sugar companies will be spending more on retaining a higher caliber staff in the short-term. This is a reasonable request since as the sugar industry is revived, additional jobs will be created yielding a greater level of income from taxation for Government.
7. **Decent Work for All.** The Decent Work Agenda is an effective poverty alleviation strategy. The Trade Union Movement wishes to see the adoption and implementation of a decent work agenda as a strategy for poverty reduction.

8. **Privatisation.** The Trade Union Movement supports the privatization initiative in principle, but calls for the tenets of transparency, consultation and the highest regard of the rights of the worker to be observed during the transaction. The Trade Union Movement also proposes that either the Sugar Transformation Unit or a department within the Ministry of Labor and Social Security be charged with the responsibility for monitoring the labor force in the post privatization environment and be given powers to sanction offenders;

9. **Institutional Framework.** The Trade Union Movement believes that the institutional framework has served the industry well and should be maintained in the new paradigm. These include the Sugar Industry Authority, the Sugar Industry Research Institute, Jamaica Cane Product Sales and the Sugar Producers’ Federation. In addition, the Trade Union Movement strongly supports the All-Island Jamaica Cane Farmers Association as the industry cannot grow or become viable without a strong and vibrant cane farmers association;

10. **Share the wealth.** The Trade Union Movement strongly recommends that all stakeholders should benefit from the diversified product mix, and not be the source of mega-profits for a select few. This means that the small farmers and workers should receive royalties from the sales of ethanol, alcohol, rum and other value added products.
Conclusion

A cursory review of the sugar industry reveals an obsolete, bureaucratic and largely inefficient operation. However, the industry has the potential to perform better than it has in recent years. It is clear that serious decisions will need to be made, and modernization will take time – at least 5 to 7 years. But it can be done: one need only look at the Appleton Estates, which has assembled a profitable and modern sugar processing operation in just a few short years by taking control of each factor of production.

Jamaica can learn a lesson from Guyana, a country that was mired in the same productive inefficiencies of its own sugar industry. However, that country has closely identified its areas of concern and established the necessary framework towards a common goal, resulting in the transformation of that sugar industry.

There is a significant “trust gap” in the current sugar industry. In order for the sugar industry to have a realistic opportunity to succeed, the stakeholders – government, manufacturers, unions, independent contractors, farmers, management and workers must agree to the common goal. If this trust gap is not narrowed, any initiative or proposal will fail.

In order to narrow this “trust gap” there is a need to adopt a participative management methodology within the sugar industry. As shown in appendix 1, the participation of all stakeholders in goal setting, decision making, problem solving and change will lead to feelings of acceptance, security, innovation and satisfaction, which despite environmental contingency factors, will ultimately result in improved performance and productivity.

For all the stakeholders in the industry, a sense of participation in the viability of the finished product must prevail. Stakeholders at each level should feel as if their participation is important. Conversely, there should be agreed performance targets at each level and in the event of consistent shortcomings for no apparent reason, corrective action must be taken.

The stated objectives of improving sugar production to 300 000 MT/year, reducing the costs of production to US$0.15/lb – US$0.18/lb and a 10 Tc/Ts is achievable if the factors of production are managed carefully, especially at the earliest stages of the cycle.

In the report of the Sugar Industry Enquiry Commission (1987/88), dated June 1988, the Hon Minister of Agriculture (whose Ministry was responsible for the appointment of this Commission of Enquiry) referred to the expense incurred by the Commission and expressed doubt as to whether the mountain will bring forth more than a mouse. We have no such doubts. Indeed we feel strongly and are convinced that, if the recommendations contained in our report are accepted and implemented, the industry as a whole and the
country are likely to derive significant benefits. We reiterate this view for the 2010 Sugar Industry Commission of Enquiry.6

In a recent address to government, employer and worker delegates to the annual Conference of the International Labour Organization former Prime Minister, the Most Honorable Portia Simpson Miller said the Decent Work Agenda is critical to stemming a potential “human tsunami of frustration” over the devastating effects of poverty. We remind the Wint Sugar Industry Commission of Enquiry of the critical need to preserve dignity and promote decent, sustainable conditions for workers in the new paradigm.

A Model of How Participative Management Works

Through the types of Participation
- Participation in goal setting
- Participation in decision making
- Participation in problem solving
- Participation in change

Individual Contingency Factors

Organizational Contingency Factors

Workers' Experience
- Autonomy: Increased control over work behavior
- Completion of Meaningful Tasks

Leading to Feelings of
- Acceptance and Commitment
- Security
- Challenge
- Satisfaction

Which Ultimately Result in

Innovation

Organizational Contingency Factors

Performance and Productivity