



# REVALORISE WORK

## TO PROMOTE EQUALITY

MALTA TRANSNATIONAL SEMINAR  
22 JUNE 2006

Project Co-financed by:





# REVALORISE WORK TO PROMOTE EQUALITY

**If you need more information, please contact:**

CGTP-IN

Anabela Vogado

Technical Co-ordinator

Phone: + 351213236520

E-mail: [anabela.vogado@cctp.pt](mailto:anabela.vogado@cctp.pt)

June 2006

## INDEX

<b><i>INTRODUCTION</i></b>	<b>4</b>
• Why	4
• Development Partnership	4
• Portuguese Context: the Restaurant and Beverages Industry	6
• Specific Needs	7
• Objectives	7
• Activities	8
<b><i>DEVELOPMENT</i></b>	<b>8</b>
• Synthesis of the results achieved with the collected data	8
a) Trade Union Representatives	9
b) Workers	12
c) Employers	14
• Methodology to analyse jobs, focused on the value of work and gender bias free	15

## INTRODUCTION

### *Why the Project Revalorise Work to Promote Equality*

The Project relates to the need of creating a methodology of analysis that valorises workers and jobs while dignifying work as a structural element for the increase of productivity, competitiveness and quality of life.

### Development Partnership

- **CGTP-IN:** General Confederation of the Portuguese Workers
- **FESAHT:** Agriculture, Food, Beverages, Hotel and Tourism Trade Union Federation of Portugal
- **ARESP:** Restaurants and Allied Trades Employers Association of Portugal
- **ILO:** International Labour Organisation
- **CITE:** Commission for Equality at Work and Employment
- **IGT:** General Labour Inspection
- **CESIS:** Study Centre for Social Intervention

#### **CGTP-IN**

Comprehending most of the activity sectors and professional categories in its several affiliated structures, it has a large team whose organisation, dynamic and knowledge are a huge help to the project's good development.

With its direct intervention in the work places, it contributes with its capacity of mobilisation, assuming an active role in changing behaviours, needed to the effectiveness of equal opportunities in general and, specifically, in gender equality. With a large experience in collective bargaining and Company Agreements, it has showed its capacity of dialogue with employer organisations, in the several projects related to equality between women and men.

At the same time, CGTP has a specialized team in what concerns the conception of pedagogical contents, with professionals directly related to training on gender equality and on job analysis that, involved in the development of the project, take into consideration the training needs of all the target groups.

#### **FESAHT**

Among its lines of action are the evaluation of discriminatory situations in collective bargaining and equality between men and women, as well as the collective interests' representation and the participation in tripartite organisations. Being so, the knowledge of the problems in the Food and Beverages industry helps

reducing any resistance that workers may eventually offer to a combined dialogue among entities that, usually, have a conflictuous relationship.

### **ARESP**

Its influence among its associates reflects, on a first analysis, in the negotiation process of access to information.

The knowledge that it has on the strategic jobs to be analysed and on the threats that, from the employers point of view, are inherent, as well as the direct intervention in the job analysis in order to achieve a fair professional reorganisation, reflects an assumed compromise, based on corporate social responsibility. Assuming the fight against eventual behaviours that may hurt workers' dignity and inherent to a management based on the referred responsibility, ARESP will apply the know-how acquired in collective bargaining, valorising the sector that it represents and the people that work in it. Besides that, it will promote the debate between employers and workers representatives, enhancing the application of solutions to be jointly found.

### **ILO**

The ILO gives a direct contribution, with the presence of national and international experts to job analysis and to equal opportunities between men and women.

The international recognition of its role in what concerns the issues related to the centrality of work, gives it a privileged character, contributing to the project's credibility and valorisation. Its participation in the conception and evaluation of tools for data collection and its direct engagement in the conception of training contents will allow for the internationalisation of its application.

### **CITE**

Its competences and experience allows for the deepening of the partnership's knowledge and the updating on equal salaries. At the same time, its involvement in the project will lead to an efficient identification and evaluation of discriminatory situations that may be found and will also facilitate a better understanding for their further interventions.

Besides that, CITE contributes with its ability of involving the social partners at several levels of intervention and in the opinions that it gives on discriminatory behaviours, assuming an important role on collective bargaining's development.

### **IGT**

Its participation allows to identify and to deepen the knowledge of discriminatory attitudes that have been developed and that were the object of requests for the IGT intervention. Through the possibility of finding a framework for its causes as well as for its practices, the need for a deeper reflection and debate on the search for solutions by the social partners will be reinforced.

## CESIS

The work it carries out on equal opportunities and on the value of work are an added value to the project's development helped by its vast experience in the construction, application, treatment and analysis of the tools for the collection of information.

### Portuguese Context: the Food and Beverages Industry

Composed, in its majority, of SME's and showing a strong expansion of micro enterprises (maximum of 5 workers), the Portuguese entrepreneurial reality is marked by highly masculine patterns whose consequences are translated into a vast amount of discriminations (direct and indirect), particularly affecting women. In terms of social representation, reality shows the existence of jobs either predominantly male dominated or female dominated.

Simultaneously, the criteria that are commonly used for the vertical classification and for the horizontal evaluation continue to penalise women, making their access to leadership jobs difficult and revealing discriminatory situations, frequently recognise even by their male working mates – a fact that becomes even more evident if we take into consideration that, despite women representing around 63% of workers in restaurants, we confirm a predominantly male domination in supervisory/management jobs, as we can verify in the examples in the table underneath.

JOB	MEN	WOMEN
Pantry Workers	26,89%	73,11%
Cook	30,54%	69,46%
Barman/Barmaid	65,66%	34,34%
Head Kitchen Chef	67,06%	32,94%
Restaurant Manager	67,45%	33,55%

SOURCE: CESIS, Necessities Diagnosis in *Revalorise Work to Promote Equality*, 2005

Women eventually attain intermediate supervisory jobs, but they hardly ever move up to leading posts and are normally recruited for jobs with salaries that are lower than those of men, for work of comparable value. Confirming the existence of wage discrimination between men and women for equal work or work of the same value, women earn, on average, around 30% less than men.

### Specific Needs

- a) To valorise the job's social representation;
- b) To reduce differences between men and women, be it in terms of their specific weight in the sector, in their specific jobs and levels of qualification, but also in the salary earned for equal work or work of the same value;
- c) To solve conflicts resulting from a sense of injustice and discrimination felt by men and women workers, by adapting a fairer and more equitable job grid;
- d) Adopting a grid that proves adequate to evaluate jobs that may be negotiated in collective bargaining for the industry labour agreement and that may also be applied in other industries.

### Objectives

- Conceiving and testing a methodology to analyse jobs that is centered around the value of work and without gender bias, a methodology that may contribute to a fair professional classification which, based on transparent and objective criteria, allows for a fair classification and a real application of the principle "equal pay for equal work or work of the equal value";
- Conceiving training modules and programme contents that envisage the training of trade union representatives and human resources' professionals on the objective and bias free gender evaluation of jobs.

Both objectives intend to contribute to attaining gender salary equality and equality at work for an effective implementation of Convention N° 100 of the ILO, on equal pay for men and women, for equal work or of equal value.

### Activities

Wiser Workshop	This action of awareness-raising and involvement of trade union representatives, technical cadres, human resources' professionals and other male/female actors on issues related with gender equality in the context of work value, was attended by 52 participants.
Knowledge for Change	Directing a questionnaire at male/female workers of the industry under scrutiny, in order to assess the level of their job satisfaction.
Re-Qualifying Human Resources	Interviewing employer representatives to identify the industry's constraints and necessities
Observing to Transform	Describing and analysing jobs, through direct observation and interviews.
Revalorise Work	Conceiving an hierarchical grid of jobs that are considered strategic to organisational success and based on clear and objective criteria.
Guided Workshops	For management representatives and human resources personnel, for social partners and other representative that take part in collective bargaining.
Sistematising for Guidance	Drafting training modules on the created methodology, directed at human resources professionals and at trade union representatives.

## DEVELOPMENT

Since the project is developed between September 2005 and August 2007, some results are already visible, notably in terms of the information collected among the actors directly involved in the Restaurant and Beverages Industry and also in what concerns the methodological process.

Next is a synthesis of the results attained through the application of tools for data collecting from:

- a) Representatives of the Trade Union Movement
- b) Workers from the Industry
- c) Employer Representatives



### Results obtained from the Trade Union Representatives

During the above mentioned WISER Workshop, a questionnaire was put to trade union representatives from the Restaurant and Beverages Industry, in order to have their views on the industry's necessities and difficulties. 90% of the twenty questionnaires were returned.

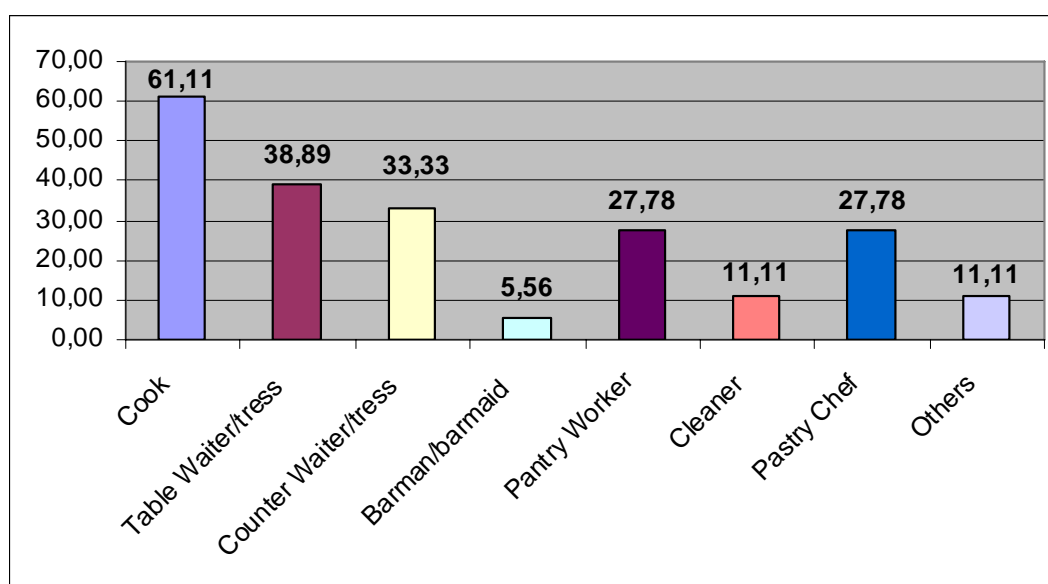
Since this presentation is mostly organisational, it is legitimate to say that the **strategic jobs** for the success of each organisation were restaurant managers, followed by head cooks and male/female cooks.

In fact, and as is to be expected in this kind of industry, a large part of the companies success depends on a better or worse kitchen service, as one of the factors that may gain frequent clients.

Other jobs directly linked to waiting on people are equally important such as table or counter waiters/tresses, also relevant to gain faithful clients.

And if the kitchen service may condition the clients' frequency in a restaurant, it is also important to note that it has become quite **difficult to recruit** male/female cooks (61%).

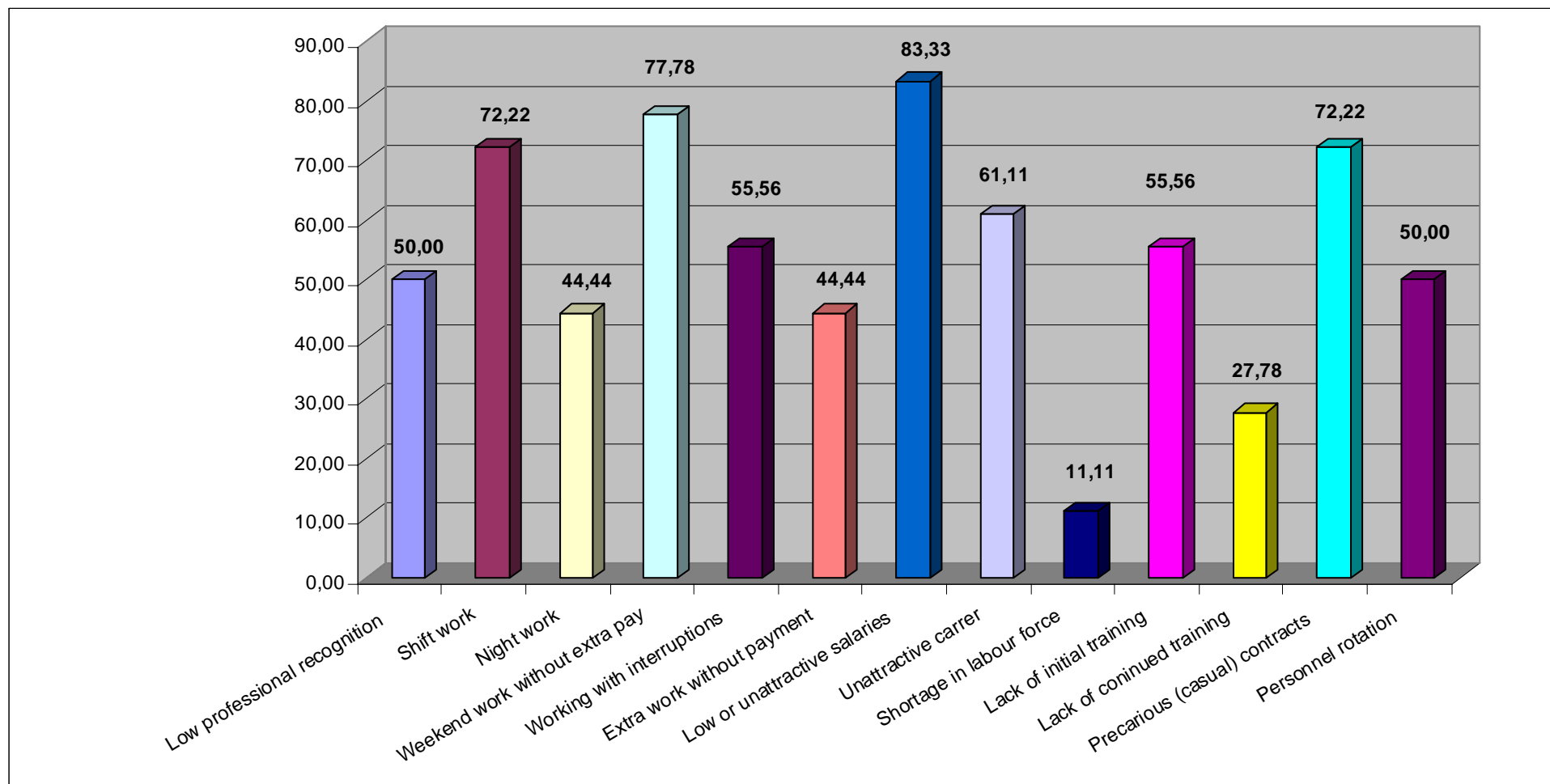
Table 1: Percentual distribution of jobs with higher recruitment difficulties



SOURCE: CGTP-IN, Opinion of Trade Union Representatives from the Restaurant and Beverages Industry, in *Revalorise Work to Promote Equality*, 2005

Because it is important to understand such difficulties, we have inquired trade union officials and shop stewards on the causes they consider more relevant. They immediately mentioned monetary ones, either because salaries are low or unattractive or because there is a traditional practice of weekend work without extra pay, representing respectively 83 and 78%, as we can see on Table 2.

**Table 2:** Percentage distribution causes of recruitment difficulties



**SOURCE:** CGTP-ILN, Opinion of Trade Union Representatives from the Restaurant and Beverages Industry, in *Revalorise Work to Promote Equality*, 2005

Socially represented as an industry of tough work and without great prospects of a future, this is also the opinion of their trade union representatives; contract casualness and insecurity generally attributed to this industry goes, in this case, hand in hand with the necessity of working by shifts (72,22%) with unattractive careers accounting for 61% of the replies received.

Closely linked to difficulties in recruitment, we can explain the high rate of the industry's **rotating work**, first of all by low and unattractive salaries (72,22%). However we must also emphasise the psychological stress and demotivation that other causes may provoke on some workers:

- On the one hand, the enormous difficulties they face in trying to reconcile professional with personal/family life, caused by the type of working hours (interrupted daily working time, shift work, night work and work on weekends and public holidays) with all kinds of implications that will be bigger if workers have the organised type of life of a couple and even worse when they have children;
- On the other hand, the little value given to the Job itself and to the work done. This lack of value attributed is not foreign to the existing social prejudice in relation to jobs in restaurants, classifying them as minor jobs done by workers with low or no qualifications and who don't have any other job alternative.

We are dealing with an industry where seasonal work is not a secondary issue, with many workers looking for this kind of jobs to "survive" or as an extra for a bit of money on the side, during their holidays and therefore seen as jobs with low concern for professionalism or quality. Of course, the social understanding of these jobs weighs heavily and directly on its male/female workers who, frequently, develop behaviours and attitudes linked to a certain "shame" of their work, this causing inferiority complexes and self-esteem problems.

Since the questionnaire has a vast set of information which we are not in a condition to fully reproduce, we can nonetheless say that the view of trade union representatives is that the answers do reflect the main causes that hinder the fair and objective qualification of the thousands of men and women workers in this industry and the causes that have prevented the valorisation and dignification of their professional activity.

### Results obtained from Workers

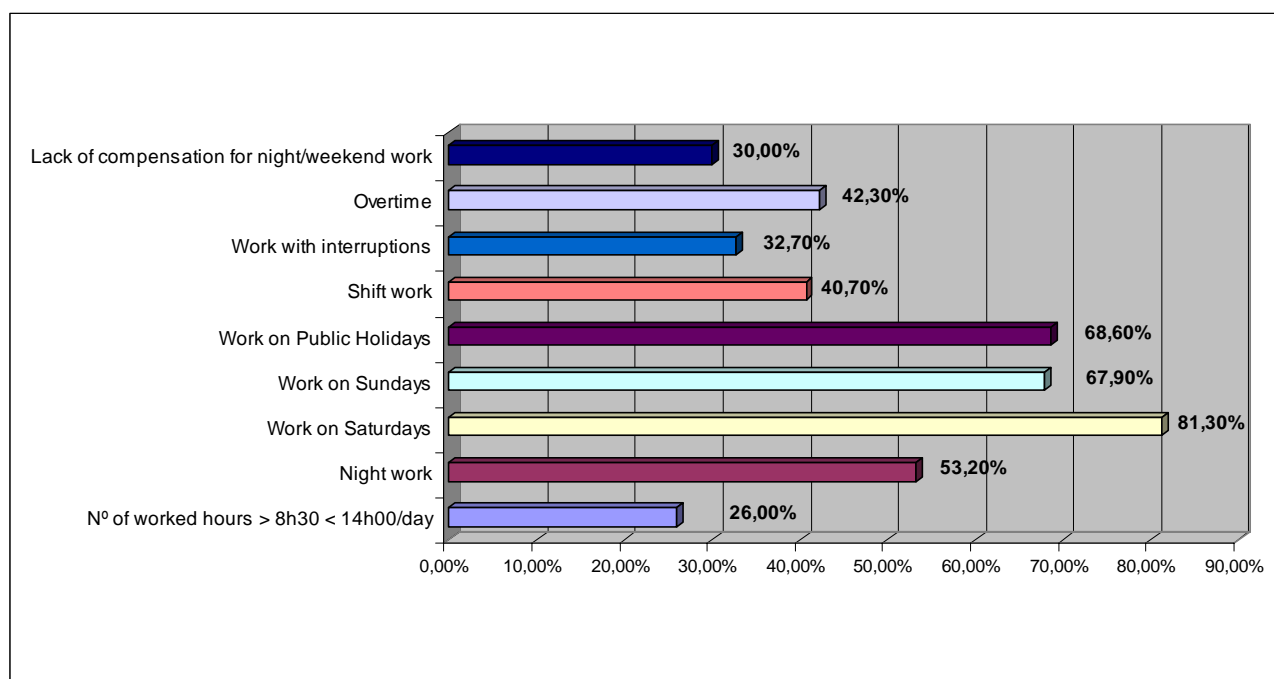
Conscious as we are that we can only change what we know, we considered the need of directing questionnaires to the industry workers, regarding the degree of their satisfaction with their respective jobs.

7500 questionnaires were distributed, with 8% returned until now, 58% of which came from women workers. Because the study is not yet completed, we simply advance some notions so that we may get a general impression of what men and women workers mostly feel.

The sample gives us an **average worker age** of 36, with nearly 3/4 of them having completed basic compulsory education (9 years). There is a predominance of counter waiter/waitress (28,9%) and table waiter/waitresses (19,1%), with the overwhelming majority having worked already for 16 years or more in that job, in one or more restaurants.

Despite the fact that 68% of them have a full and permanent working contract, around 41% has already worked in other industries, while 46% have already been unemployed and this leads us to suppose that by the end of our research we may well conclude that the Restaurant and Beverages Industry has increasingly become a sort of "cushion" for unemployment. And because unemployment is growing, working in this industry with poor working conditions is also increasingly accepted, and this is confirmed in Table 3, underneath:

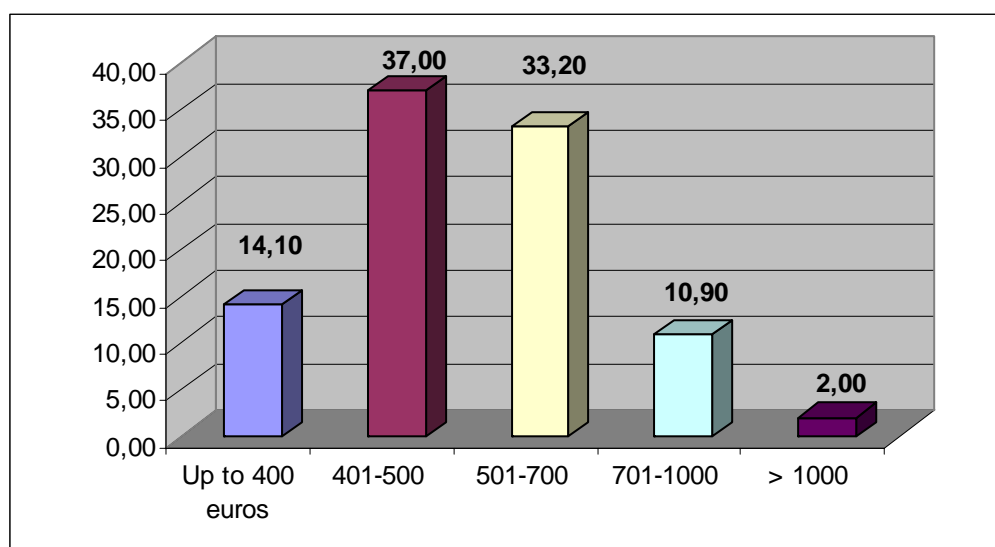
**Table 3:** Percentual representation of work done



SOURCE: CGTP-IN, Opinion of Industry Workers, in *Revalorise Work to Promote Equality*, 2005

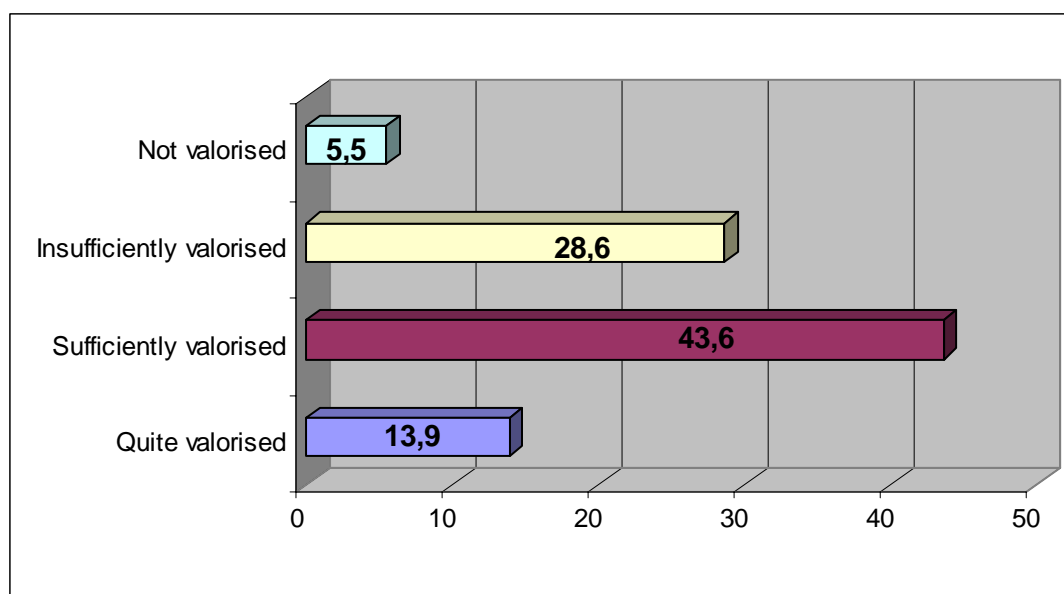
Since the industry is characterised by work on weekends and public holidays, we could detect that 30% of those who answered the questionnaire didn't get any compensation for that type of work. If, from the 560 workers who form the sample, 237 said that they did overtime, we can see that despite the legal maximum is a 40 hour-week, 26% of them worked between 8,30 and 14,00 hours a day. However and assessing the salaries, and recalling the predominance of counter or table waiters/tresses, we were able to confirm the low attraction of salaries, as shown on Table 4.

**Table 4:** Percentual amounts of gross basic pay



On the various reasons that may explain the **gap between men and women's wages**, the first cause indicated is professional experience (40,9%) with age (seniority) or gender with much lower percentages – 7,9% and 3,2% respectively. However, 17,5% of the sample also considers that there are, in the industry, jobs that should be done by men or women alone.

Finally, we present the results obtained in terms of the **valorisation** that workers feel in relation to their **jobs**.

**Table 5:** Perception of male/female workers on their jobs valorisation

SOURCE: CGTP-INT, Opinion of Industry Workers, in *Revalorise Work to Promote Equality*, 2005

In reading this table, we easily conclude that the majority of those inquired consider that their jobs, in comparison with others in the same industry, are not sufficiently valorised. This opinion is shared by 57,5% of the sample, so what we require is a methodology that helps minimise this feeling of injustice and dissatisfaction.

### Results obtained from Employers

Together with the development partnership, the **“Revalorise Work to Promote Equality”** project also has the participation and collaboration of 46 **associated partners**, distributed by several regions of the country.

These partners have in common the fact of being companies linked to the Restaurants and Beverages Industry which, by being socially responsible, joined the project's objectives and contribute with their availability to carry out research on jobs' description and analysis.

Until now, 43 interviews to employer representatives were carried out, in their vast majority, to the owners themselves. It is worth underlining that only 8 women were interviewed.

Since it is not yet possible to present the result of those interviews, it is nonetheless possible to give some information conveyed by men and women

employers, during an awareness-raising action, last March, and the information provided confirms much of what we had previously said, namely:

- The high rotation rate of this industry
- The difficulty in recruiting for certain jobs, namely for female/male cooks
- The lack of jobs' dignification
- Workers' low literacy rate
- Industry serving as a "cushion" to unemployment
- Salaries do not correspond to working hours

Once again, the information obtained confirms the necessity of a deep analysis of this industry, where the updating of professional paths and profiles is badly required, so as to attain work that is compatible with reality.

**Methodology to Evaluate Jobs, centered in the value of work and gender bias free**

Being a fact that collecting data from trade union representatives, from male and female workers and from employer representatives are necessary steps of this methodological development, a bit more than this is required. Once the information is collected and analysed, it is imperative to build a tool that is implemented in practice, i.e., in the partner companies, to evaluate work.

This tool derives from the Job descriptions grid contained in the Collective Labour Agreement, whose updating as we have already seen, is necessary and urgent, so that we may subsequently analyse the jobs that are deemed strategic for the industry, taking into account four (4) factors, namely:

- Competences
- Responsibilities
- Efforts (predominantly muscular ou mental)
- Working conditions

The choice of these factors is due to the fact that they are those that gather a universal consensus. Once defined, we need to identify the sub-factors for each main factor, considering that these must contemplate more specific aspects of female-dominated jobs and that normally tend to be undervalued since they are linked to home and family work, like the capacity for organisation or aid to people, among other. This necessity is justified in itself by the fact that we cannot measure what is not taken into consideration.

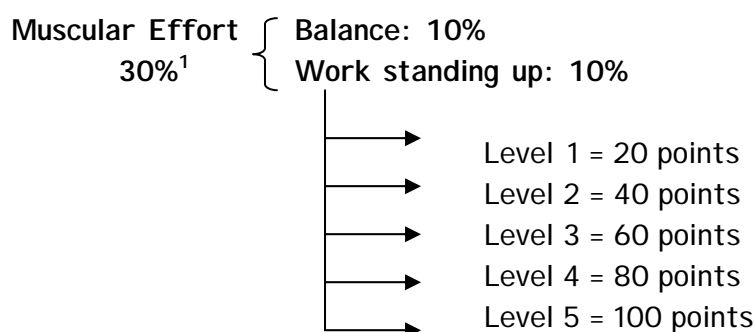
Whatever it may be, the chosen factors and sub-factors need to be measurable, adapted to the organisation and capable of establishing differences between different jobs, without repetitions.

Later, both need to be levelled in order to allow for the above-mentioned differentiation according to each sub-factor's frequency, intensity, duration or velocity.

Lastly, it is necessary to ponder them, by determining the number of points given to each sub-factor. At this stage, we must take into account the company/industry's mission, so as to accordingly determine the order of importance of each factor. To facilitate the understanding of this process, we present a short example:

<i><b>MUSCULAR EFFORT</b></i>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
Balance in job performance	Unnecessary balance	Balance in transportation with unnecessary balance in execution	Balance in execution with unnecessary balance in transportation	Balance in execution and in transportation	
Working always standing up	No work standing up	Up to 2 hours of work standing up	Up to 4 hours of work standing up	Up to 6 hours of work standing up	Up to 8 hours of work standing up

If, as a mere possibility, muscular effort would only cover these two sub-factors, we could obtain something like:




---

<sup>1</sup> 300 points for 1000



Once this exercise is concluded, in relation to all factors and sub-factors and all jobs under scrutiny, we need to test the tool in the work places so that we may later build a grid with a Job hierarchy based on clear and transparent criteria that do not penalise the so-called “female jobs”, but rather in accordance with each job’s value of work. We can, in this way, implement the legal principle, defined by ILO’s N.º 100 Convention of “equal pay for equal work or of the same value” and contribute to reducing discrimination between men and women, by conceiving a tool to support the bargaining of the collective labour agreement which is, in this concrete case, signed by the national partners FESAHT/CGTP-IN and ARESP, this benefiting all male and female restaurant and beverages workers which are covered by this agreement.