



Call for Expression of Interest from Enterprises To Participate in Pakistan SCORE Programme

1. Pakistan SCORE Project

The ILO under its EU funded project, “International Labour and Environmental Standards Application in Pakistan’s SMEs (ILES)” is implementing a pilot project to help enterprises to grow, sustain and provide decent employment. ILES project is providing support to selected enterprises in the textile sector, with the aim of improving productivity and working conditions by implementing ILO’s Global program, “Sustaining Competitive and Responsible Enterprises” (SCORE) to implement the pilot project. The program consists of a combination of practical classroom training with in-factory consulting.

Project Objective:

1. *Enterprises in national and global supply chains have improved productivity and working conditions and adopt inclusive decent work for all.*

SCORE Training is a modular programme that focuses on developing cooperative relations at the workplace. The five modules cover:

- Introductory SCORE short course
- Quality management
- Productivity & Clean production
- Human resource management
- Occupational health and safety

Each of the modules includes a joint, two-day classroom training for CEOs/ decision makers, managers/supervisors and workers and follow-up consultations with experts in the participating enterprises. The implementation for all five modules is within a 12-15 month period.

Expression of Interest (for enterprise participation):

To implement the Pakistan SCORE Programme, the ILES project is inviting expression of interest and nominations to participate in SCORE programme. Those enterprises/units that fulfil the following criteria or wish to seek further information may send their interest to participate in the programme / contact by 10th August 2018;

Ms. Sadia Hameed, Senior Project Officer, ILES at hameeds@ilo.org. Tel: 0300-8486929.

2. Enterprise Participation Criteria

2.1 Targeted subsectors under textile Sector

1. Enterprises/units in the sub-sector, ready-made garments and dyeing (woven and knitwear).

2.2 Organizational Requirements

1. Has a workforce at the enterprise/unit 300 and above.
2. Has on a permanent basis, a workforce of at least 25 percent of the total workforce.
3. Willing to share their order status (confirmed and in pipeline) for the next 12 months.
4. Willing to share their actual data regarding productivity and working conditions for the baseline with the ILO (ILO maintains confidentiality of the data).
5. Has a Human Resource officer, Compliance Officer, Industrial Engineer at the enterprise/unit, if not, willing to hire desired positions if selected for the Full SCORE programme as given below.
6. Availability of the CEO for the SCORE training workshops or nominate a senior officer who possesses direct decision making authority (having the CEO or a person who possesses direct decision making authority participating in the training workshops has proven high and sustainable impacts at enterprise level).

The ILO will make the initial assessment and shortlist the enterprises based on the above criteria and an individual meeting will be held with the company CEO/main decision maker. The final decision to accept the enterprise for participation will be based on the baseline assessment that will be carried out and enterprise commitment displayed to continue with the programme.

3. Key Steps of the Training Programme

The SCORE training is offered at two levels,

Level 1: all selected enterprises must participate in the Module 1: SCORE Short course, which will run for approx. 3-4 months, with three full days of class room based training and follow-up consultancy in the factory/enterprise. After successfully completing the Module 1, enterprises can graduate for the full SCORE package (rest of the 4 modules). Enterprises may register their interest to the ILO for full SCORE package.

Level 2: enterprises that have continuously shown interest and commitment from level 1, will enter in to the full SCORE package, with two day class room training for each module and factory based consultancy. Order of the modules will be arranged based on the collective enterprise requirements.

Key steps

1. Expression of interest from enterprises meeting the participation criteria and willing to improve productivity and working conditions.
2. Shortlisting for the first batch for level 1: short course maximum.
3. Basic baseline assessment, class room training, on-site consultancy, impact assessment.
4. Receive interest and commitment for full SCORE package (four modules)
5. Enterprises showing continued interest will be short listed for the full SCORE package (all 4 modules) based on a comprehensive baseline assessment carried out at the conclusion of level 1 and the commitment displayed.

6. Start the implementation of modules 2 through 5.
7. Continuous technical assistance, monitoring, results tracking and recording.
8. Documentation of business cases.
9. Linkage development with international buyers.
10. Participant enterprise data at the global SCORE database to share with international buyers (optional).

Improving productivity
and working conditions



Supporting small
and medium-sized
enterprises

TO GROW AND CREATE BETTER JOBS

Over **1400** enterprises trained in Phases I & II

More than **300,000** employees have benefitted from enterprise improvements

SCORE TRAINING RESULTS



Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO global programme that improves productivity and working conditions in small and medium enterprises (SMEs). The key intervention of the global programme is support for the implementation of SCORE Training, which combines practical classroom training with in-factory consulting. SCORE Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains.

SCORE Training focuses on developing cooperative working relations resulting in shared benefits. The five SCORE Training modules cover Workplace Cooperation, Quality Management, Clean Production, Human Resource Management, and Occupational Safety and Health. Each module includes a two-day classroom training for managers and workers, followed by on-site consultations with industry experts that help to put the training into action in the workplace.

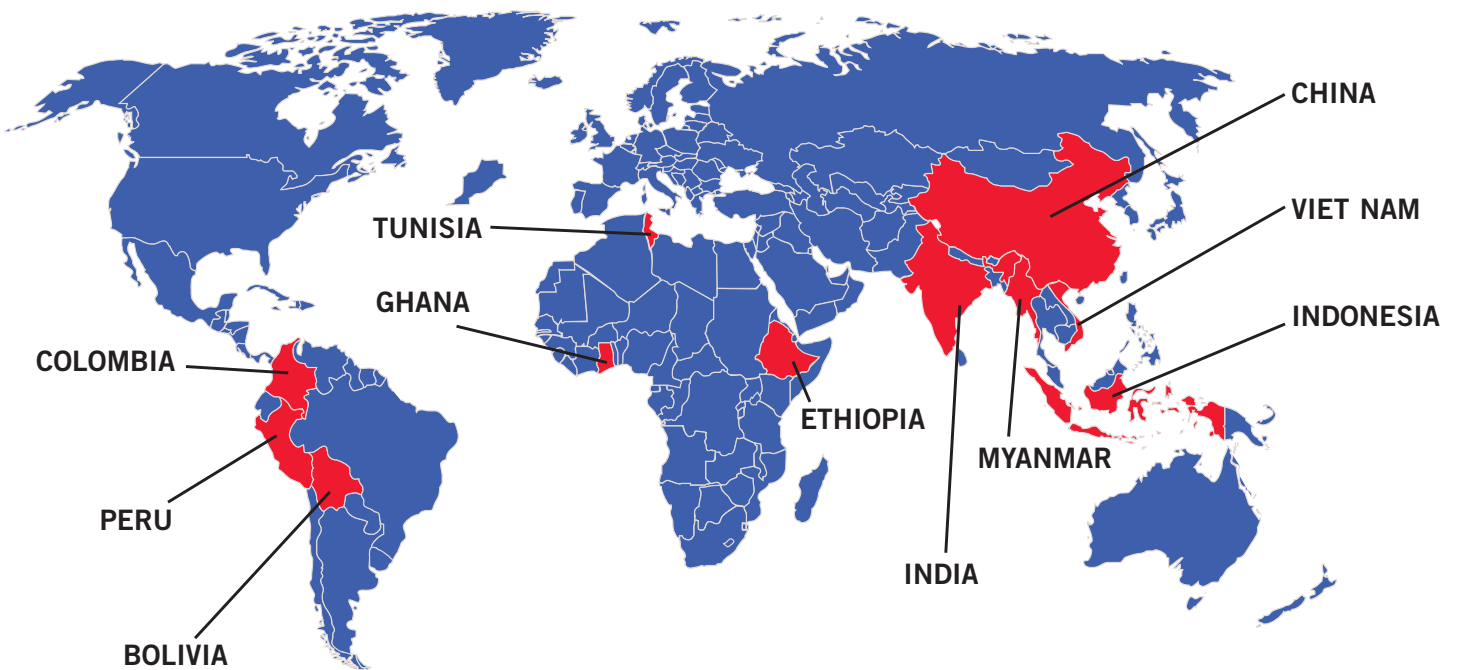
The ILO is assisting government agencies, training providers, industry associations and trade unions in emerging economies in Africa, Asia and Latin America to offer SCORE Training to enterprises. There is also a focus on developing innovative partnerships between the ILO, multinationals, lead buyers and brand consortiums, to encourage the integration of SCORE Training in supplier development strategies.

The SCORE Programme is managed by a global team based in ILO Country Offices and Headquarters, supported by the Governments of Switzerland and Norway.

SCORE COUNTRIES AND SECTORS

The SCORE programme is funded by the Swiss State Secretariat for Economic Affairs and the Norwegian Agency for Development Cooperation. Since 2010, over **1400 enterprises** and **over 300,000 staff** were trained in programme countries.

The programme is active in 11 core SCORE countries: Bolivia, China, Colombia, Ethiopia, Ghana, India, Indonesia, Myanmar, Peru, Tunisia and Vietnam with activities in several pilot countries including: Turkey, Sri Lanka, Bangladesh and Kenya. In Phase III, the programme will continue its work to ensure that national partners are ready to independently promote and deliver SCORE Training over the longer term.



THE SCORE TRAINING PROCESS

- Training for each Module begins with a two-day workshop facilitated by an expert. Four to five enterprises are trained together and each enterprise is represented by four participants: two managers and two workers. After the workshop, experts visit the enterprises to offer advice and support as the training is put into practice.



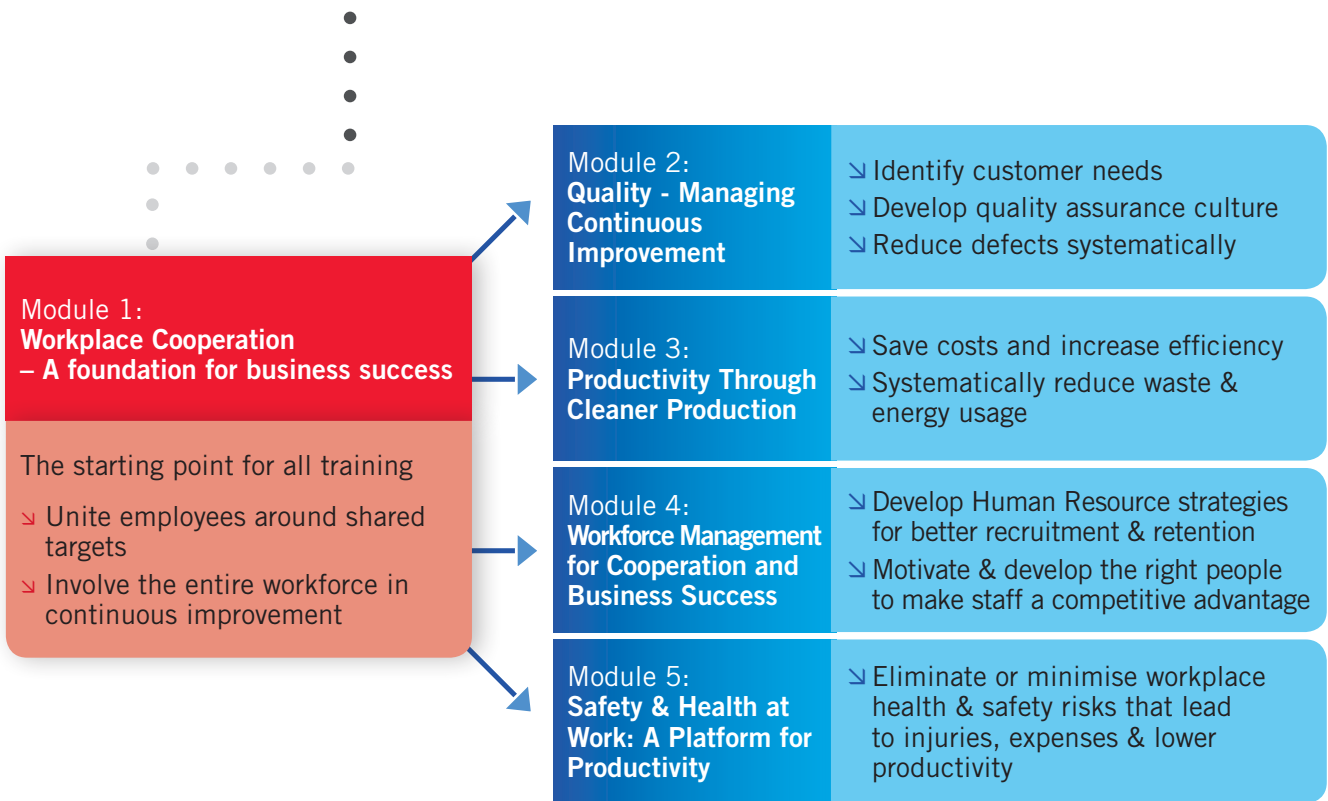


THE SCORE TRAINING MODULES

All enterprises start the SCORE Training with Module 1: Workplace Cooperation – A Foundation for Business Success. Further modules are then selected based upon priorities decided upon during the baseline assessment.

SCORE Training

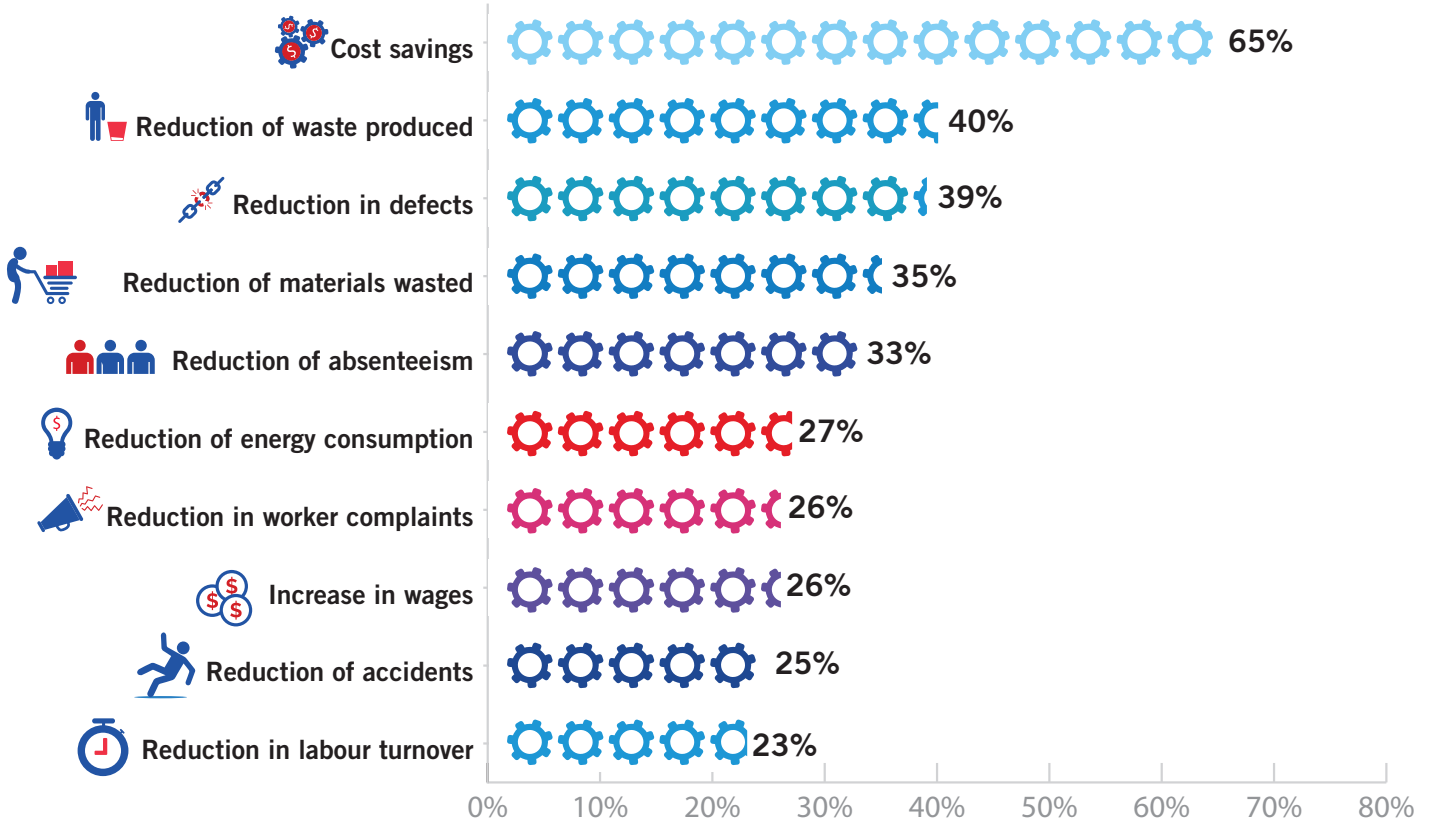
Sustaining Competitive and Responsible Enterprises



KEY SCORE TRAINING IMPACTS AT THE ENTERPRISE LEVEL

The SCORE programme has developed a Monitoring and Evaluation database, which makes it possible to track the impacts of the training on a range of performance indicators. The graphs presented here are extracted from SCORE's database (October 2017).

% OF SMES THAT REPORT IMPROVEMENTS AFTER SCORE TRAINING (2010-2017)



BEFORE



A disorganised and unsafe work area

AFTER



The work area is reorganised for greater efficiency and improved safety



Workers spent unnecessary amounts of time each shift to transport products across the factory floor by hand



A new machine allows products to be transported much faster and with the support of less workers – also reducing risk of injury

THE SCORE “WIN-WIN”

FOR SME OWNERS AND ENTERPRISE CLUSTERS

- Increased access to national and global markets as more are able to meet buyer and labour law requirements
- Healthier, more motivated employees and improved workplace relations
- Lower waste and defects
- Opportunity to network and share new practices

SME WORKERS

- The chance to improve safety and solve problems, creating a healthier and better place to work
- A voice in the enterprise, and a chance to contribute to and benefit from growth

NATIONAL AND INTERNATIONAL BUYERS

- More competitive suppliers with better compliance
- Lower reputation risk supplier practices

COMMUNITY BENEFITS THROUGH SUSTAINABLE GROWTH

In SCORE Training, SMEs are supported to enhance worker-manager cooperation and create safer, more efficient and more productive workplaces. This in turn, raises competitiveness and increases the potential for the businesses to grow and bring more and better jobs to local communities.

The promotion of environmentally-friendly practices is integral to the training, as an important factor for sustainability, worker health and frequently, a source of cost savings. For example, participating firms are supported in efforts to reduce waste, recycle, safely handle pollutants and on many other steps towards a “greener” enterprise. Such improvements help ensure a healthier community, improve business access to export markets (through improved compliance), and help to make the final product more attractive to increasingly environmentally conscious consumers.



Vietnam: Scrapwood from flooring & furniture manufacturing is used to create new products such as cutting boards.



● **INNOVATIVE PARTNERSHIPS TO SUPPORT DECENT WORK** ● **IN GLOBAL SUPPLY CHAINS**

Increasingly, there is a demand for better transparency in global supply chains. Looking to ensure that products and services arrive as a consequence of ethical and sustainable practice, the onus is now firmly at the top of the chain, with multinationals, lead buyers and brand consortiums compelled to react.

SCORE Training strengthens the capacity of SMEs, many of which are suppliers for both national and international buyers, to increase productivity through improved workplace cooperation, cleaner production, human resource management and health and safety. Through increased productivity, the ability to engage in a global market with growing price competition, can be realized.

With successful results in over 1,400 enterprises so far, SCORE Training is now being promoted by lead buyers and trade associations to their members and suppliers, often also subsidizing fees for participation.

Engagement efforts were bolstered following the 2016 ILC (International Labour Conference) Committee on *Decent Work in Global Supply Chains*, in which a recommendation was made calling for the ILO to “scale up development cooperation programmes [such as SCORE] to address decent work challenges in global supply chains”.

Collaborations expanded to include pilot programs with multinational companies such as Inditex, as well as with international brand alliances including the Ethical Trading Initiative (ETI) in the UK, and will continue to be a focus throughout the remaining Phase of the ILO SCORE Programme.



Not only does this engagement boost the validity of ILO standards and compliance as a selling tool for SME participation, but it encourages the creation of better and more jobs in SMEs through improved working conditions. What’s more, by the prospect of more efficient and quality suppliers, lead buyers and multinationals are incentivized to finance, promote and otherwise embed SCORE Training in their supplier development strategies.

To ensure long-term sustainability, the aim is to successfully embed SCORE Training into national training programmes and budgets, build capacity for independent implementation and to collaborate with national and global lead buyers to promote it along the supply chain.

A SCORE CASE STUDY FROM CHINA

Thanks to SCORE Training, this garment factory in China's Zhejiang Province, has a new look and feel. Employees now enjoy a cleaner working environment, higher morale and a more harmonious working relationship between management and workers.

The EIT convenes twice per month to discuss improvement ideas and suggestions



The bright and well organised workspace at Huasheng thanks to the 5s system



Management prepare to distribute the company's anniversary gifts to staff



It was a big day for Huasheng Garments Co. Ltd on the morning of the company's 16th founding anniversary. Almost all 300 employees formed a line through the company compound waiting to receive a gift, as had always been a company tradition. This year's celebration was different.

At the beginning of the long queue was Li Juanying, the company's Vice General Manager, who was giving out the presents. ***“Everybody will get 10 kilograms of apples, 12 cans of eight-treasure congee and a food canister,”*** Li said, smiling back at the workers' grinning faces. Previously, this celebration had created a big headache for Li, ***“In the past, only a few people in management made the decision on how to celebrate the anniversary.”***



Now, thanks the establishment of an Enterprise Improvement Team (EIT), both workers' and management were involved in deciding how the festivities would shape up, ***"It should always have been like this,"*** said Li. She had always recognized the need to improve management and enhance its engagement with the employees in order to foster higher morale and a more harmonious working relationship.

SCORE Training was first introduced to management at Huasheng Garments Co., when client and British fashion company, White Stuff offered to sponsor their participation. ***"To be honest, we started the company from scratch and management has been our weak point,"*** Li said.

White Stuff, a member of leading UK alliance for the promotion of worker rights', the Ethical Trading Initiative (ETI), and ILO partner, continues to support the promotion and implementation of SCORE Training amongst its' members' in order to encourage better working conditions whilst also improving productivity and enhancing their compliance capability.

“When we were told the project could help us improve our management everybody, including our president, thought we should do it.”
 Li Juanying, Vice General Manager

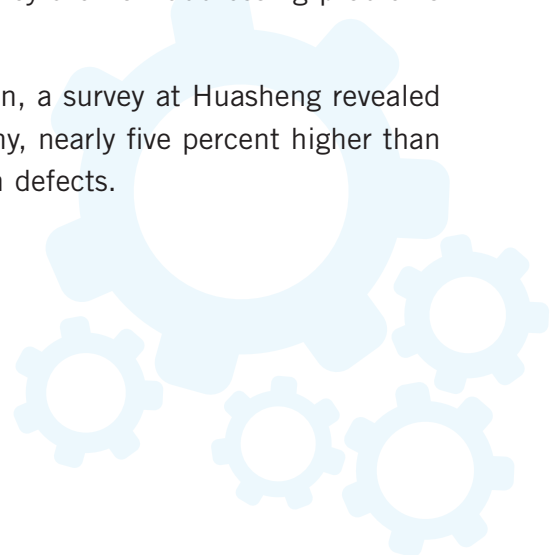
The effect was almost immediate. Only three months into the project, the company started to see changes as a result of Module 1 on workplace cooperation. The working environment was now neat and tidy, managers and workers had developed better communications, productivity improved substantially, the percentage of defective products dropped and employees had become motivated to engage themselves for the development of the company.

This year's anniversary celebration was a good example. ***"We had a special EIT meeting to discuss what presents the employees want,"*** Li said. ***"In the end, we decided to let the employees vote,"*** not only demonstrating that management values the opinion of their workers', but also relieving the pressure to get it right.

Less than six months after completing Module 1, 11 Enterprise Improvement Projects have been completed. ***"We give financial rewards to the workers whose suggestions are adopted,"*** said Li. Recently a cleaner who suggested cutting power in the workshop after-hours in order to curb energy wastage was rewarded, whilst others who made suggestions about food quality in the cafeteria, parking and restroom sanitation also received recognition.

What's more, these discussions are going beyond the meeting itself. Workers now communicate via an instant messaging app, and by simply sending a message they are now addressing problems collectively.

When the module on workplace cooperation was near completion, a survey at Huasheng revealed that more than 80% of employees are satisfied with the company, nearly five percent higher than before SCORE Training, and there has been a 400% reduction in defects.



TOOLS FOR SUCCESS: HOW SCORE PROMOTES CONTINUOUS IMPROVEMENT

The Enterprise Improvement Team

The first action that participating enterprises usually take following the two-day SCORE Training is to form an Enterprise Improvement Team (EIT). The EIT brings together workers and managers to identify issues to be addressed and create an Enterprise Improvement Plan. For some enterprises, the idea of workers and managers discussing issues together is innovative in itself. Even in firms where meetings take place, communication is often top-down, providing little or no opportunity for workers to share their concerns or their ideas for improvements.

The formation of the EIT may seem like a small step, but it is the key driver of a culture change, which promotes workplace cooperation, continuous improvement and innovation.



The Enterprise Improvement Team meets to discuss progress in the workplace.



A worker makes a contribution to the employee suggestion box.

“SCORE Training... has taught me to listen to other workers, to know why we are working. If the company goes upward, we will too. SCORE Training shows that we should all be together.”
 Mr. Usbaldo Anchante, Worker, Amfa Vitrum, Peru

Sharing ideas: employee suggestion schemes

An employee suggestion scheme is a systematic way for workers to share their ideas for improving the work- place and business operations. As the people who carry out the processes all year around, machine operators, assembly workers, maintenance people and other shop floor workers know better than most where time is wasted or problems arise. They often have excellent ideas on how to avoid these, but feel unable to speak up. A suggestion scheme is one answer to this and can lead to new ideas being shared that improve efficiency and quality as well as giving workers an increased sense of engagement in the enterprise.

“There’s a visible change in the morale of the workers. Employees are now eager to contribute, absenteeism has fallen, and many take pride in finding solutions to challenging situations. I surely see a productivity jump too.”
 Mr. Dharmesh Poria, owner, J.P. Enterprises, India

ESSENTIALS OF WORKPLACE COOPERATION

Workplace cooperation is based on trust, mutual respect and confidence built on good communication and information sharing. SCORE Training introduces various tools to managers and employees that improve workplace cooperation and help SMEs move to higher levels of quality and productivity. These tools are taken from worldwide best practices used by leading companies to achieve outstanding results.



WORKING TOWARD GENDER EQUALITY IN THE WORKPLACE

- Women face strong barriers to access the labour market and combat disparities once inside it. With SMEs playing a predominant role in employment and job creation, and with almost a third of formal SMEs owned by women, gender equality has always been seen as a key component of the SCORE Programme.

SCORE Training is promoted and delivered in a mix of male and female-dominated sectors and to women-owned or managed SMEs. SCORE Training was developed with a fully embedded gender strategy and mainstreamed gender practices, also ensuring outcomes are measurable by gathering sex-disaggregated data to incentivize balanced participation.

Gender-related initiatives implemented within participating SMEs, are already prevalent, including: upgrading privacy in changing areas, creating family-friendly policies, communicating a clear stand on zero tolerance for harassment and setting up sensitive complaint systems.

These efforts are directly aligned with Sustainable Development Goal 5: Achieving gender equality and empowering women and girls and SDG 8: Promoting productive employment and decent work for both men and women.



MORE SCORE TOOLS

Measuring improvements

SCORE Training incorporates two types of measurement of change. The first is the gathering of pre- and post- implementation data. Yes-No indicators are used to record whether the company has important policies or practices in place e.g. a health and safety policy or regular workplace meetings. Other indicators track changes relating to productivity, physical conditions and matters relating to employees, performance and well-being, e.g. defect rates, accident rates and employee turnover.

The second form of measurement promoted in SCORE Training – Visual Measurement – is inspired by the 5s approach to continuous improvement. Before and after photos are taken and displayed, so everyone can see the difference that can be made by simple, low-cost actions. Both this visual evidence and the more classical data, show both managers and workers the benefits of their joint efforts, fuelling a continuous program of change.



NO	INDIKATOR	RENCANA	AKHIRE
1.	Total Produksi	—	17.973
2.	Total Reject	—	IND = 2 / MED
3.	Complete Delivery	> 80%	
4.	On Target Delivery	> 50%	
5.	Late Delifery	< 30%	
6.	Sumber Daya Manusia	TOTAL 121	staff 1
7.	Total Jam Kerja	248 740	YTD: 25 85
8.	Kasus First Aid (KFA)	1	YTD: 2
9.	Lost Time Injury (LTI)	1	YTD: 1
10.	Fatality (FTA)	0	YTD: 0

Tracking data.



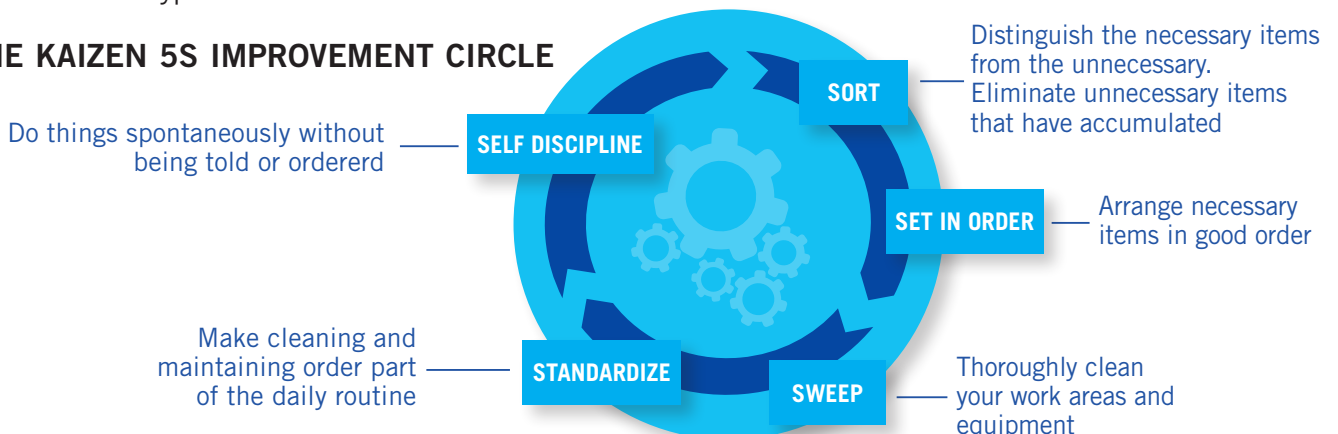
Recognising staff achievements.

The application of 5s

5s is an excellent way to build workplace cooperation because it relies on teamwork and joint problem solving. The name “5s” comes from the Japanese words used for five “housekeeping rules”, which all begin with the letter “se” (or “shi”).

In many enterprises, basic work organisation and untidiness create an important drag on productivity, increasing retrieval times and creating delivery delays, problems with raw material expiration, increased accidents and losses through breakage. 5s provides a simple system that enterprises can easily implement to avoid these types of issues.

THE KAIZEN 5S IMPROVEMENT CIRCLE



WHAT PARTICIPANTS SAY ABOUT SCORE TRAINING



“ In the implementation of the SCORE Training modules, we delivered significant changes to our workshop which is now a safer and cleaner working environment. The workers are now more proactive in workplace cooperation and continuous improvement. We were able to improve our productivity by 20% and reduce the overtime by over 30%.”

Mr. Huynh Quang Thanh
Director, Hiep Long, Viet Nam

“ The staff thinks twice before skipping work as everyone looks forward to the daily ten minute line meeting. For them this is a window of opportunity to flag issues pertaining to their work and improve their day-to-day operations...a sense of responsibility has started to build up. Employees regularly inform teams and managers of their planned leaves, fill their leave cards and things move smoothly. Earlier there was barely any communication between the supervisor and the worker.”

Ms. Manjushree Gaonkar, Group HR Officer, Shree Shyam Processors Pvt Ltd, India

“ We now deeply believe that improvement is everywhere and endless”

He Yifang, Manufacturing Director of Yida Express, Nanxun, China

“ As we started to hold discussions with the workers, we began to realize that they are the spearhead of the company's progress. They know what they need and what areas should be improved to move the company forward”

Surya Ayu Paulina Kuhn,
President Director, PT.
Dianatina Ayu, Indonesia

88% Global average rate of satisfaction with SCORE Training



“ *The establishment of the EIT has created a winning spirit and ensured that information flows through all departments and that they all work together as a team.*”
Mr Ezrom Mathumbu, Hospitality Services Manager, Satara Rest Camp, Kruger National Park, South Africa

“ *The SCORE Training encouraged me to employ women on the factory floor for the first time and they are doing very well.*”
Vivian Adu, CEO, Rose Aluminium Co. Ltd. Accra, Ghana

“ *What you learn here also spreads to your home life, especially the way we maintain order, the things you learn here are very useful.*”
Soledad Galves, Warehouse Worker, Nutrimentos Maybo, Bolivia

“ *If I learnt something from this process, it's that while one opinion may not change anything, all of them together begin to change the company's vision, and I can't expect to change my company without the support of my staff/employees*”
Robinson Montoya, Production Manager and Founding Partner, Calza Kids, Colombia

“ *Before the SCORE Training, we couldn't work effectively and the workplace was dirty and disorderly. With these new changes, we work much more efficiently ...the new atmosphere motivates us to work better each day. Everyone feels better working in a clean and orderly workplace.*”
Miguel Sairitupac, Machine Operator, Solasky, Peru



The programme

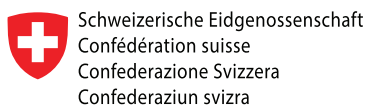
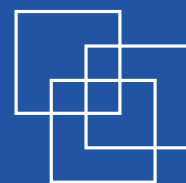
Sustaining Competitive and Responsible Enterprises (SCORE) is a practical training and in-factory counselling programme that improves productivity and working conditions in small and medium enterprises (SMEs). SCORE Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains.

SCORE Training is an integral part of ILO's Small Enterprises Unit, developed and implemented with the support of the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD).



SCORE Global Programme

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Swiss Confederation

Federal Department of Economic Affairs,
Education and Research EAER
State Secretariat for Economic Affairs SECO



Norad

For information on
SCORE Training,
please contact the
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scoreglobal@ilo.org,
or visit the SCORE website
at www.ilo.org/score

Improving productivity and working conditions



Supporting enterprises

TO GROW AND CREATE BETTER JOBS

Pakistan SCORE Programme

What Is SCORE?

Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO global programme that improves productivity and working conditions in enterprises. It helps enterprises to improve business performance by eliminating delays, defects and waste, building workforce engagement and creating workplace environments that promotes productivity and quality. SCORE Training, combines practical classroom training with in-factory consulting. SCORE Training demonstrates best international practices in the manufacturing and service sectors and helps enterprises to participate in global supply chains.

Key SCORE Training Features

Whether a recent start-up, an established company struggling to maintain market share, or a dynamic firm with big ambitions, unlocking the potential of enterprises to thrive in today's global market place is vital for profitability and sustainability. SCORE training helps enterprises to become competitive at national and international markets through;

- Practical implementation process, combining classroom training with on-site consulting, tailored to meet specific company/industry needs.
- Based on lean manufacturing methods used by world-class corporations.
- Involves workers in factory improvement efforts and turns workforce into a competitive advantage.
- Supports the enterprises to grow from a traditional manufacturer to a global supplier.





The SCORE “WIN – WIN”

For enterprise owners and clusters

- Increased access to national and global markets as more are able to meet buyer compliance requirements.
- Increased compliance to labour laws
- Healthier and motivated workers and improved workplace relations
- Improved quality and productivity
- Opportunity to network and share new practices

Enterprise workers

- The chance to improve safety and solve problems, creating a healthier and better place to work
- A voice in the enterprise, and a chance to contribute to and benefit from growth

National and International Buyers

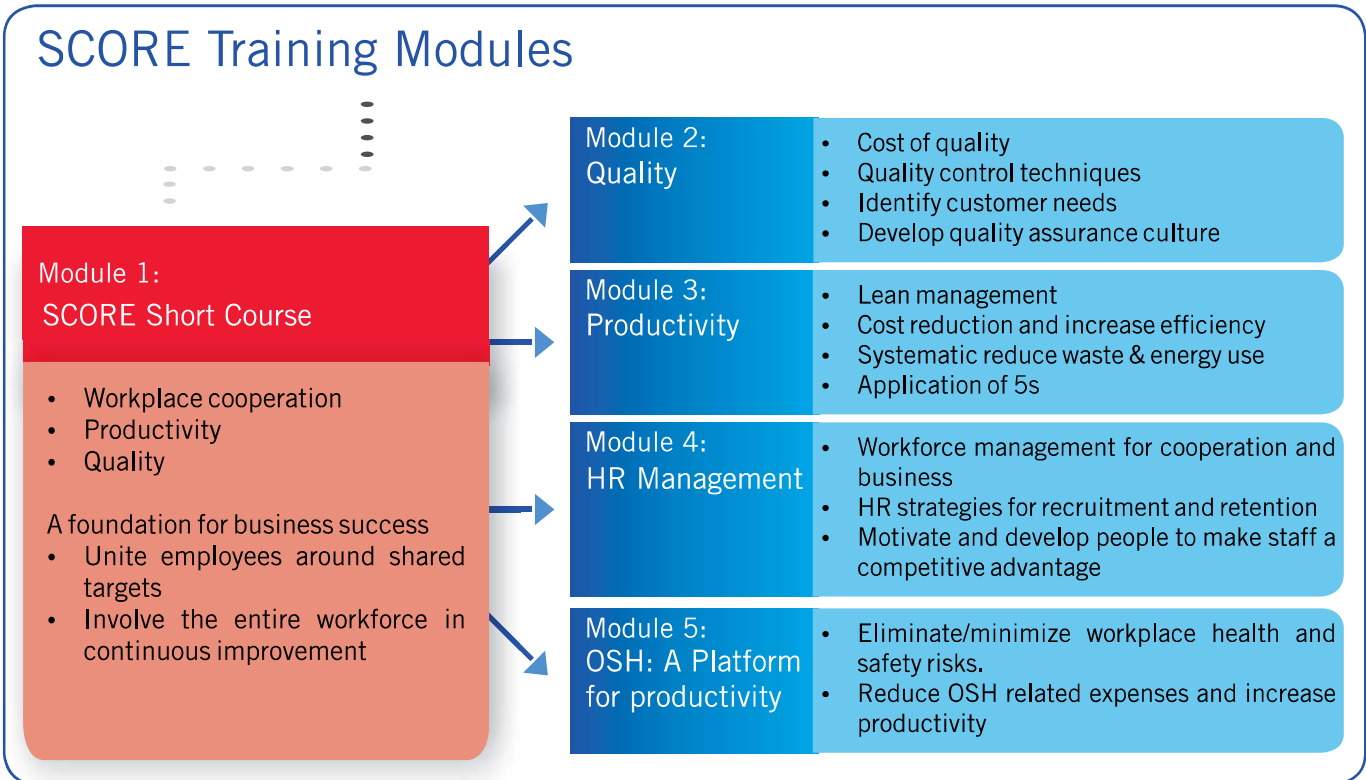
- More competitive suppliers with better compliance
- Lower reputation risk supplier practices



SCORE Training Process

Training for each Module begins with a two-day workshop facilitated by an expert. Four to five enterprises are trained together and each enterprise is represented by four to six participants: decision maker, managers, supervisors and workers. After the workshop, experts visit the enterprises to offer advice and support as the training is put into practice.





Community Benefits through Sustainable Growth

In SCORE Training, SMEs are supported to enhance worker-manager cooperation and create safer, more efficient and more productive workplaces. This in turn, raises competitiveness and increases the potential for the businesses to grow and bring more and better jobs to local communities.

The promotion of environmentally-friendly practices is integral to the training, as an important factor for sustainability, worker health and frequently, a source of cost savings. For example, participating firms are supported in efforts to reduce waste, recycle, safely handle pollutants and on many other steps towards a “greener” enterprise. Such improvements help ensure a healthier community, improve business access to export markets (through improved compliance), and help to make the final product more attractive to increasingly environmentally conscious consumers.



Innovative Partnerships to Support Decent Work in Global Supply Chains

Increasingly, there is a demand for better transparency in global supply chains. Looking to ensure that products and services arrive as a consequence of ethical and sustainable practice, the onus is now firmly at the top of the chain, with multinationals, lead buyers and brand consortiums compelled to react.

SCORE Training strengthens the capacity of SMEs, many of which are suppliers for both national and international buyers, to increase productivity through improved workplace cooperation, cleaner production, human resource management and health and safety. Through increased productivity, the ability to engage in a global market with growing price competition, can be realized.

With successful results in over 1,400 enterprises so far, SCORE Training is now being promoted by lead buyers and trade associations to their members and suppliers, often also subsidizing fees for participation.



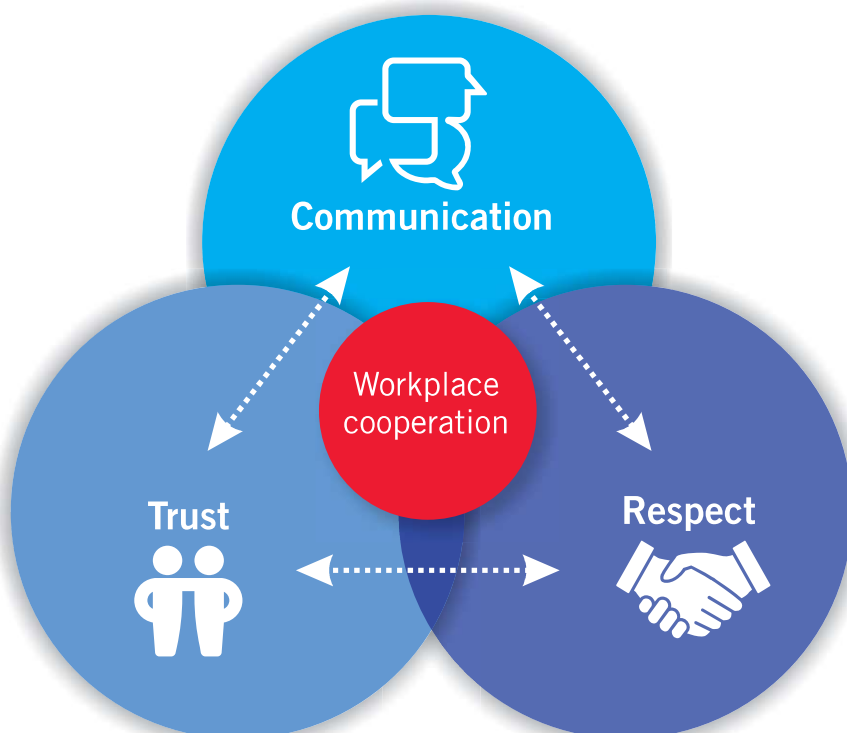
Cross Cutting Principles

Workplace Cooperation: workplace cooperation is the underlying principle of the SCORE programme. SCORE believes that the only way to find effective and appropriate solutions to a problem is to involve all parties affected. This way the exact causes of the problem can be determined and solutions found that are reasonable for both managers and workers. The first action participating enterprises take is to form an Enterprise Improvement Team (EIT). The EIT brings together workers and managers to identify issues to be addressed and create an Enterprise Improvement Plan. The formation of the EIT may seem like a small step, but is the key driver of a culture change, which promotes workplace cooperation, improve productivity, quality, and reduce cost, continuous improvement and innovation.

Open communication between workers and managers: open communication is a key element of workplace cooperation. Effective workplace cooperation cannot take place if workers do not feel comfortable sharing ideas with management. Enterprise improvement first requires creating an environment where workers and managers are able to share ideas and collaborate. This type of dialogue also ensure that workers understand and changes made to production and are more likely to make sure the changes work because they were involved in the process.

Systems based approaches to enterprise improvement: the best way to make changes and improvements is to have a systematic approach that is consistently applied across the enterprise and to use systems that ensure the approach is continuous and not ad hoc. Systems help enterprises plan for future changes and improvement, and allow them to objectively measure their progress.

Gender equality at workplace: equal employment opportunity is a key to sustainable economic growth and enterprises, by raising awareness of gender issues among managers and employees in the joint training and by reinforcing this during follow-up support visits, the programme has also led to pro-equality changes on the factory floor.





The ILO is implementing SCORE Training as part of the project
“International Labour and Environmental Standards Application in Pakistan SMEs”

The Project is funded by the European Union

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