

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

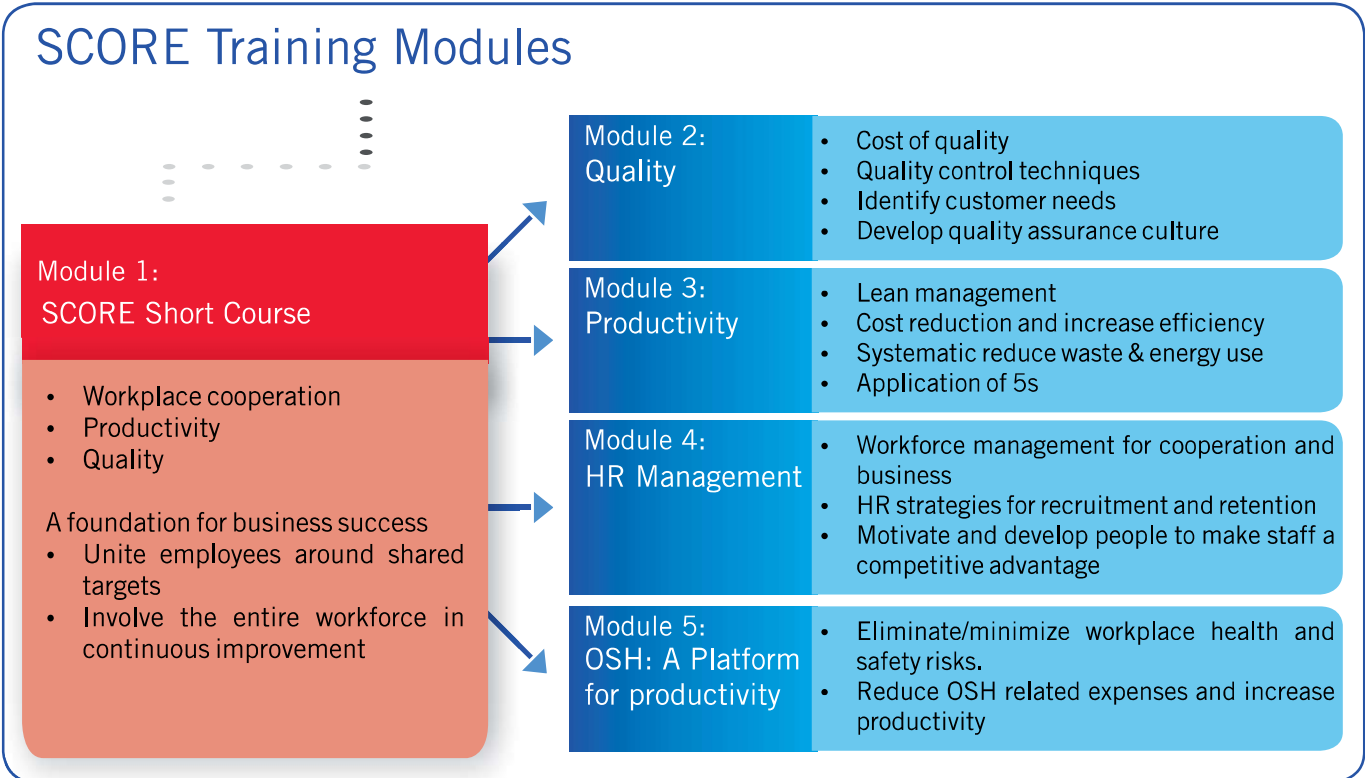
- More competitive suppliers with better compliance
- Lower reputation risk supplier practices



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.

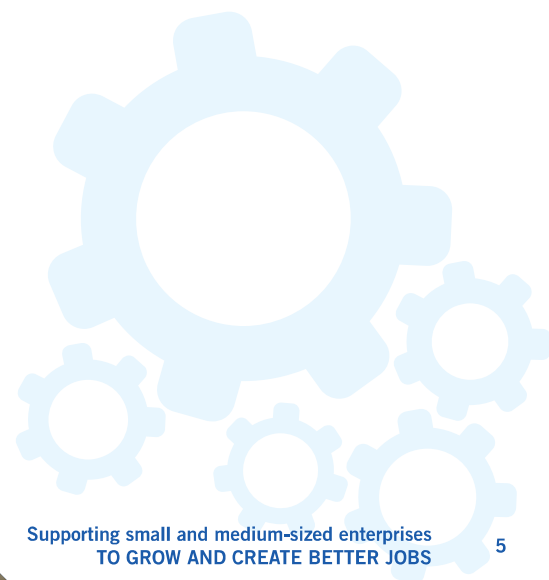




Community Benefits through Sustainable Growth

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.



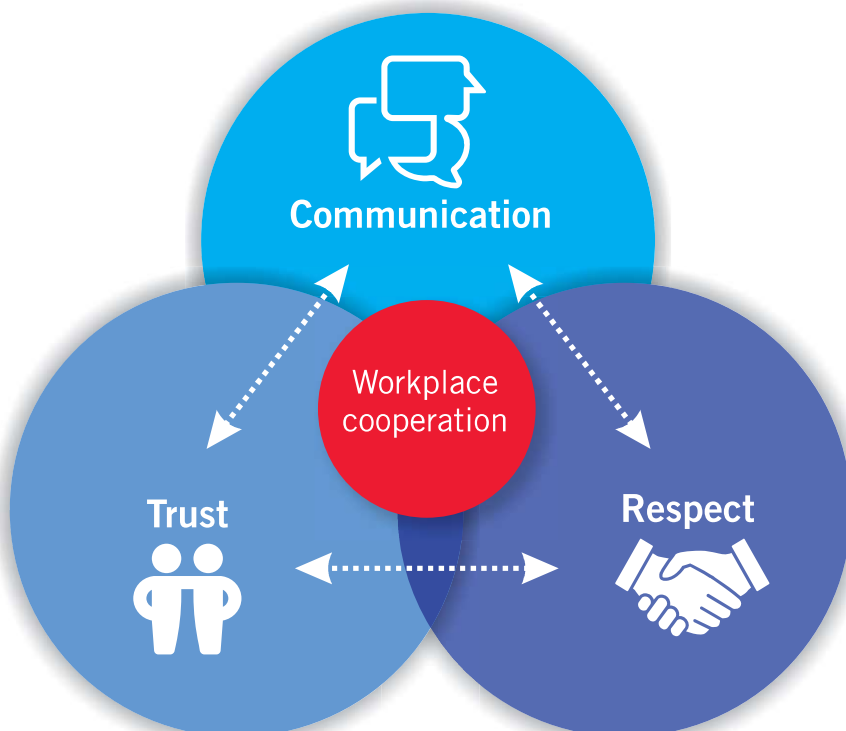
Cross Cutting Principles

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.





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