



International
Labour
Organization



SCORE Response to COVID-19 in China

Dr. Zhang Xubiao

Date: Wednesday / 21 / October / 2020

▶ CONTENTS

- ▶ I. Virtual Training from SCORE Academy
- ▶ II. On-site problem identification + online expert consultation
- ▶ III. Other interventions to response to COVID-19



International
Labour
Organization



▶ **SCORE Academy**

The academy and its
virtual training provision

SCORE Academy

The SCORE Academy manages SCORE Training under a Memorandum of Understanding (MoU) with the International Labour Organization (ILO) to provide SCORE Training in China.

The Academy is a platform-based organization, collaborating with training partners to promote sustainable business development and responsible supply chain practices.



SCORE Training Experts



国际劳工组织企业可持续发展SCORE项目专家培训师
德国TUV特灵顿（上海）认证检测服务有限公司董事
英国CIQ-IRCA国际审核员注册机构主任讲师
原国家安全生产监督管理局国际交流中心专家培训师
国际劳工组织Better work项目认证SST培训师

贾宏伟 专业领域

贾宏伟老师近30年来在各行各业的质量管理、环境管理、职业健康安全、企业社会责任管理等等企业可持续发展方面开展咨询、培训和认证工作。在过去近20年中领导某德国TUV中国开展管理体系认证和培训，产品认证，车辆认证，气候变化及减排认证，光伏和风能等新能源认证，轨道交通认证及工业检测服务等。



国际劳工组织企业可持续发展SCORE项目专家培训师
国际劳工组织及人社部 创办和改善你的企业SIYB国际认证培训师
国际劳工组织绿色创业GBO高级培训师
国际劳工组织提高女性创业能力Get Ahead高级培训师
国际劳工组织Better work项目认证SST培训师

张弦 专业领域

张弦老师有16年从事企业培训、咨询和认证、以及创新创业工作的丰富经验。加入SCORE项目9年以来，负责SCORE项目的咨询师及培训师队伍的培养；企业现场培训及咨询、认证，以及全国合作伙伴的能力建设；开发了SCORE第一模块的线上微课，并参与了SCORE咨询师及培训师认证指南，企业认证指南、SCORE教材编写等技术开发工作。为应急管理部、各地方政府、500强企业、国际供应链企业等实施SCORE项目的师资培养、企业培训、咨询及认证。



国际劳工组织企业可持续发展SCORE项目专家培训师
国家注册安全工程师、一级安全评价师
重庆安全工程学院兼职教授、硕士生导师
应急管理部培训中心安全生产和应急管理培训教师
国际劳工组织Better work项目认证SST培训师

陈晓彤 专业领域

陈晓彤老师长期从事质量、环境、职业健康安全、能源、风险管理体系咨询工作。近年来主要致力于安全规划、安全评估评价、安全管理体系建设、安全文化建设、安全生产标准化、应急管理、精益生产等领域工作。

具有包括石油、化工、机械、冶金、电力、航空、船舶、建筑、交通、旅游、食品、酒店、行政等行业领域的200多家企事业单位及政府机关的咨询经历和1000多场各类讲座、培训经历。

► SCORE Academy offered online training to support the suppliers

In order to continue offering SCORE Training to suppliers in China during the COVID-19 outbreak, the SCORE Academy decided to offer online training.



1st Online training March 18

Training objective: to help enterprises to carry out online EIT (Enterprise Improvement Team) meetings during the epidemic period with full participation and strengthen workplace cooperation.



SCORE-EIT小组如何开展高效会议



2nd Online training March 31

Training objective: to help enterprises to learn how to make EIP (Enterprise Improvement Plan)




International Labour Office

企业改进的有效工具-EIP



SCORE专家培训师 贾宏伟
2020.3.31

SCORE学院

疫情的发展。。。

全国新增确诊疑似情况

海外整体新增确诊历史走势


疫情中SCORE项目推行中的问题和挑战

领导是公司的核心，
还不是SCORE项目的核心!

SCORE学院

3rd Online training Apr 15

Training objective: to help enterprises learn how to use EIC (Enterprise Indicator Card) to achieve continuous improvement



SCORE

International
Labour
Office

EIC如何帮助企业持续改进

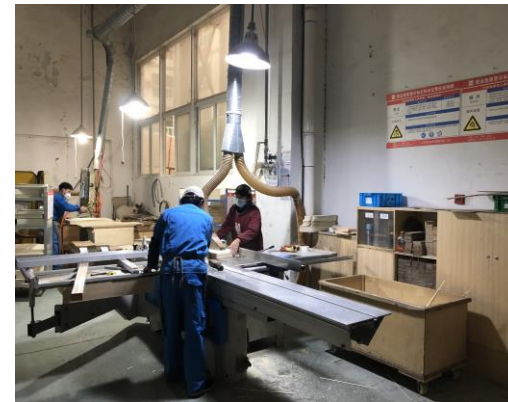
SCORE专家培训师 陈晓彤
2020.4.15



► **Online consulting**

On-site problem identification
& Online expert consultation

On-site problem identification



Online consultation with SCORE experts



Feedback from SCORE Academy

Types of documents	Number of documents
BLA (Baseline Assessment Form)	10
EVR (Enterprise Visit Report)	30
EIT (Enterprise Improvement Team)	10
EIP (Enterprise Improvement Plan)	10
EIC (Enterprise Improvement Card)	10
M1 case studies (Workplace Cooperation)	10
Cost saving	1,140,400 CNY

M1 results shows

- ▶ Fewer accidents when safety improvements are implemented
- ▶ More women trained
- ▶ More recommendations from workers
- ▶ Better communication within companies through meetings of the Enterprise Improvement Team



评估(Assessment)		
模块实行最新进展(Progress against Module Content)	基线评估(Baseline)	模块结束时/标准(At End of M1/Standard)
评估日期(Assessment Date)	2019/12/18 09:00	2020/06/09 09:00
员工总数(Total employees)		
经理人数(Number of managers- Total)		1
女性经理人数(Number of managers- Female)		1
一级管理人员人数(Number of supervisors- Total)		4
女性一级管理人员人数(Number of supervisors- Female)		1
其他永久员工人数(Number of other permanent employees- Total)		76
其他永久员工人数(Number of other permanent employees- Female)		77
劳务派遣工人人数(Number of temporary/contract workers- Total)	0/77	0/76
劳务派遣工人人数(Number of temporary/contract workers- Female)	0/76	0/77
劳务派遣正式工人人数(permanent employees)	133	133
改进小组(Improvement Teams)		
每个模块的改进小组数量(No. of improvement Team meetings per module)	0	12
改进小组的工人参与率(Percentage of worker and team in the improvement Team)	0%	7%
每个模块的改进小组数量(No. of improvement projects per module)	0	49
每个模块的改进小组中性别敏感实践的数量(No. of gender-sensitive practices per module)	0	6
工作场所合作(Workplace Cooperation)		
日常会议的存在性(Existence of daily on-site meetings)	是/Yes	是/Yes
规则的存在性(Existence of rules/banels)	是/Yes	是/Yes
员工意见的存在性(Existence of ESH)	是/Yes	是/Yes
5S系统的应用(Application of 5S)	是/Yes	是/Yes
员工参与安全会议的存在性(Existence of worker feedback)	是/Yes	是/Yes
质量管理(Quality Management)		
客户满意度调查的存在性(Existence of customer feedback)	是/Yes	是/Yes
质量政策的存在性(Existence of Quality Policy)	是/Yes	是/Yes
缺陷原因的系统性分析(Systematic analysis of defect causes)	是/Yes	是/Yes
与员工分享产品质量数据(Quality info shared with employees)	是/Yes	是/Yes
缺陷的根本原因分析(Root cause of OSH)	是/Yes	是/Yes
清洁/精益生产(Clean/Lean Production)		
物料浪费的识别(Identifying of waste and)	是/Yes	是/Yes
减少材料消耗的过程(Process to reduce materials usage)	是/Yes	是/Yes
减少能源消耗的过程(Process to reduce energy consumption)	是/Yes	是/Yes
制定维护计划的存在性(Existence of machine maintenance)	是/Yes	是/Yes
设备生产力的测量(Productivity is measured)	是/Yes	是/Yes
设备维护计划的存在性(Existence of target established after measuring cycle time)	是/Yes	是/Yes
物料消耗时间表的采用(Concept of Takt Time is used)	是/Yes	是/Yes
改善措施的存在性(Improvement process followed to improve flow)	是/Yes	是/Yes
工作负载平衡的存在性(Existence of workload balancing is performed to even workload)	是/Yes	是/Yes
人力资源管理(Human Resources)		
绩效奖金的存在性(Rewards for good performance)	是/Yes	是/Yes
员工不满意工作的最低容忍度(最低工资水平)的存在性(Existence of lowest minimum wage is paid)	是/Yes	是/Yes
员工满意度调查的存在性(Existence of good survey)	是/Yes	是/Yes
员工在工作中使用的工作设备符合安全标准的存在性(Existence of working tools are safety legal levels)	是/Yes	是/Yes
员工安全培训的存在性(Workers are trained regularly)	是/Yes	是/Yes
改进措施的存在性(Existence of complaint procedures)	是/Yes	是/Yes
职业健康与安全(Occupational Health and Safety)		
企业建立了职业健康安全委员会的存在性(Existence of an OSH Committee)	是/Yes	是/Yes
企业制定了职业健康安全政策的存在性(Existence of OSH Policy)	是/Yes	是/Yes
风险评估的存在性(Use of risk assessment)	是/Yes	是/Yes
应急演练的存在性(Existence of emergency drill routine)	是/Yes	是/Yes
职业健康安全成本的存在性(Existence of OSH cost)	是/Yes	是/Yes



International
Labour
Organization



► Other interventions to response COVID

Workshops and highlights of
SCORE intervention

企业指标数据卡 (EIC) Enterprise Indicator Card

Project achievement (EIC)

指标 Indicator	Module 1						
	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20
	2019年12月	2020年1月	2020年2月	2020年3月	2020年4月	2020年5月	2020年6月
企业改进小组召开会议的数量 Number of meetings held by the enterprise improvement team	5	0	0	3	5	2	0
完成改进项目的数量 Number of improvement items completed	33	0	0	7	9	1	0
促进性别平等的实践数量 Number of practices to promote gender equality	1	1	0	1	1	0	1
已实施针对女性员工提供的便利设施建议的数量 Upgrade worker facilities with specific benefits to women	0	0	0	1	0	0	0
已培训的女性员工数量 Number of women trained	207	0	0	0	0	0	0
员工建议的数量 Number of employee recommendations	46	0	0	11	19	3	0
员工申诉的数量 Number of employee complaints	0	0	0	0	0	0	0
员工申诉的解决率 (%) Resolution rate of employee complaints (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
生产过程中关键工序制造缺陷率 (%) Defect rate (%) of key production processes	5.18%	4.92%	3.57%	3.22%	3.13%	3.50%	3.25%
成品生产制造缺陷率 (%) Defect rate of finished product (%)	4.39%	3.03%	3.10%	3.00%	3.12%	3.28%	3.15%
效率 (%) Efficiency (%)	74.59%	95.22%	94.17%	95.92%	97.20%	97.50%	90.91%
准时交付率 (%) On-time delivery rate (%)	100%	100%	100%	100%	100%	100%	100%
单位产品的能耗值(千瓦时) Energy consumption per each product unit (kWh)	1.06	1.00	5.99	1.12	0.51	1.88	4.78
每小时的产能(单位) Output per hour worked (Unit)	191	248	52	166	381	396	336
缺勤率 (%) Absence rate (%)	13.76%	54.16%	2%	3.61%	1.34%	0.91%	8.67%
员工流动率 (%) Employee turnover rate (%)	2.06%	7.55%	0.55%	5.37%	3.14%	3.67%	1.60%
员工满意度调查(次) Worker satisfaction surveys performed (times)	0	0	0	0	1	0	0
员工满意度指标(百分比) Worker satisfaction index (%)	0.00%	0.00%	0.00%	0.00%	80.00%	0.00%	0.00%
记录的事故数量(次) Number of accidents recorded (times)	1	0	0	2	1	5	3
实施安全改进的工作站数量和百分比 Workstations where safety improvements were implemented (Number or %)	1/100%	0/100%	0/100%	2/100%	1/100%	5/100%	3/100%

▶ On-site workshops

SCORE on-site workshops



SCORE experts online-consultation



► Self-organized SCORE video-courses

M1 group learning course



EIT meeting for SCORE activities



Project Achievement

Before





After



► Translation of SCORE new modules

Gender equality



 International
Labour
Organization

► **Gender equality at the workplace**

Boosting your enterprise performance
by advancing equal opportunities

Business Continuity Planning

COVID 19 Business Continuity Planning for SME Factories

► Highlight of the SCORE-intervention

► Converting raw materials into valuable protective equipment

- Due to the epidemic, there was a shortage of masks enterprise wide & the warehouse keeper noted that there were tons of spare fabrics. With the efforts of the printing room and various departments, they started to produce the "self-made mask" to meet the needs of all employees by taking advantage of the factory's own sewing, thus saving about 600,000 yuan for the enterprise.
- The price of non-woven fabrics has become expensive and difficult to purchase due to the epidemic. After communicating with customers, they replaced them with similar stock fabrics and turned the stored materials into an untapped resource.



► Highlight of the SCORE-intervention

Costs reduced, efficiency increased and productivity ensured

- Elimination of waste
- Through SCORE Training, the enterprise understood the many tangible and intangible waste in the production process.

For process improvement:

- 1. Upgraded equipment, proved labour saving
- 2. Improved efficiency and increased productivity through optimization of manufacturing process.
- 3. Shortened delivery time from 70 days to 45-50 days.





International
Labour
Organization



 **Thank You**

