

When ILO good practices inform standard business operating procedures: the case of GRASSI Ltd



The ILO SCORE Training has led to more effective communication between workers and managers, which in turn has contributed to productivity improvements and efficiency gains at GRASSI Ltd

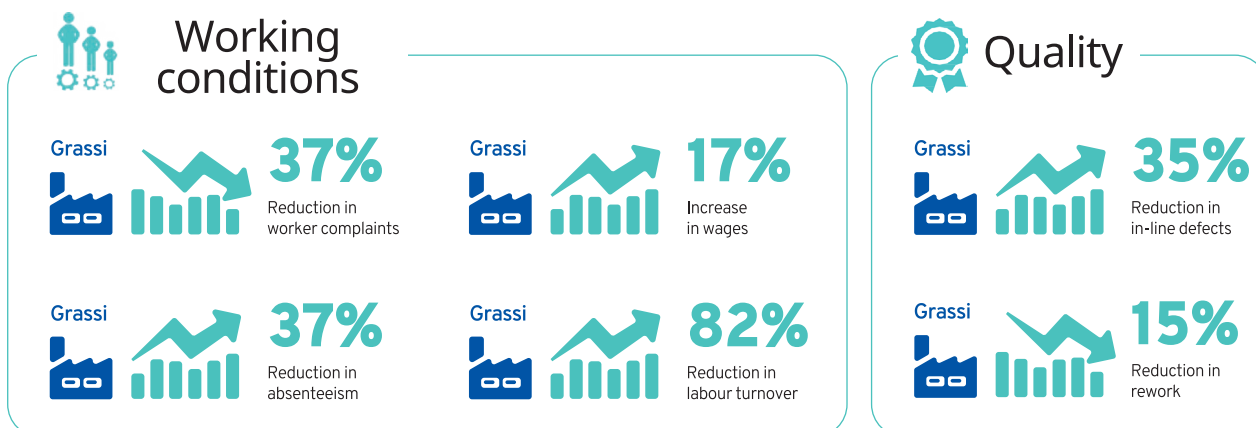
Location	Former State Reserve Depot, Togež, Librazhd, Albania
# of Employees (May 2024)	Increased from 87 to 119 between 2022 and 2024
Year Founded	2014
Products	Workwear and uniforms
Markets	Italy
SCORE Training Module Completed	SCORE Basics

► The rationale for joining the SCORE programme

In May 2022, GRASSI Ltd Albania applied for the Sustaining Competitive and Responsible Enterprises (SCORE) programme¹, citing as main challenges labour and skills shortages. At the time, the yearly staff turnover rate was around 8 per cent. Additionally, 6 per cent of the workforce had completed only primary education and had no previous work experience when joining the enterprise. The workforce's average age was 41 years, thus requiring a suitable approach to learning on the job. The company had set the target of increasing production capacities by 5 per cent, by improving quality management and introducing more flexibility in handling smaller orders.

In their application, GRASSI Ltd highlighted the needs to comply with buyers' increasing requirements related to quality (ISO 19001, ISO9001), occupational safety and health (ISO4001), and social (ISO SA8000) and environmental standards, such as EU Directive on Corporate Sustainability Due Diligence (CSDDD), eco-labelling, share of recycled content, and circularity principles.

► Results achieved through the SCORE programme



¹The ILO's Sustaining Competitive and Responsible Enterprises (SCORE) Programme improves productivity and working conditions in small and medium enterprises (SMEs). The key intervention of the programme is SCORE Training, which combines practical classroom training with in-factory consulting. The Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains.

► Higher job satisfaction due to better workplace cooperation

After the SCORE training, the company instituted an open-door policy. This improved communication between managers and workers significantly. Meetings between supervisors and workers now occur daily. Workers report issues and lessons learned during work processes to the management on monthly, and quarterly basis. New employees now benefit from an onboarding programme. The company introduced a monthly bonus and salary increases, which contributed to the reduction in absenteeism by 37 per cent and staff turnover by 82 per cent.

After completing SCORE Basics training, GRASSI Ltd introduced suggestion boxes and notice boards. Through these new communication channels, management learned that workers could also be an excellent source of ideas for promoting continuous improvement for the enterprise.

A new formal Employee Satisfaction Survey (ESS) was created to identify opportunities to improve working conditions. During the first round (November 2022), only 17 workers provided feedback. After some of their suggestions were implemented (revision of the salary structure and job categories; provision of transportation for workers residing in rural areas), the ESS was replicated in July 2023 and received 60 responses and a 72 per cent Employee Satisfaction Index.

Other projects also contributed to increased job satisfaction, such as the elimination of overtime hours, improvements in the staff canteen (shown below) and additional training for staff with skill gaps.

► **“SCORE has enhanced our HR procedure and practices leading to a 31 per cent increase in staff and a reduction of 82 per cent in turnover.”**

Ester Lala, Human Resource Officer

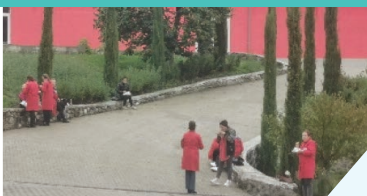
After



**Daily meetings:
supervisor with workers**



Before

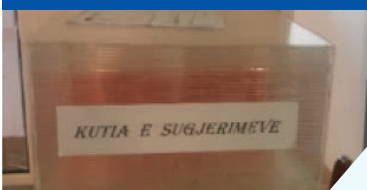


**Upgraded canteen accomodates a growing
workforce
The newly refurbished canteen, now 300 m²,
accommodates all employees and is three
times the size of the previous 100 m² canteen**

After

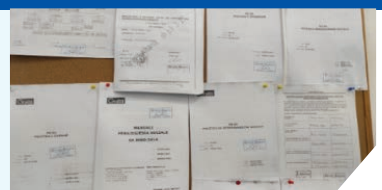


After



**Newly installed
suggestion boxes (2-3
suggestions/month)**

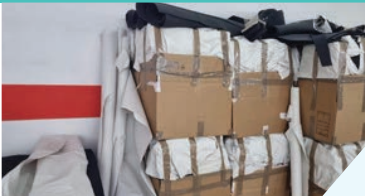
**Newly installed
Notice Boards**



► Streamlining workflow/workplace organization to increase efficiency

Before SCORE Training, finding the right type of material in a massive warehouse with improperly labelled and haphazardly stored reams of raw material was an ongoing challenge for staff. After the training on 5S, which stands for sort, set in order, shine, standardize, and sustain, staff were provided with new perspectives on inventory organization, and began to see the benefit of spending time upfront to clean the warehouse in order to save time later. Given the availability of premises, SCORE experts advised reorganizing the workflow from raw materials to finished goods ready for export. GRASSI Ltd introduced two separate warehouses, positioned both closer to the cutting area, and reorganized the packing process next to the “ready for export” storage area.

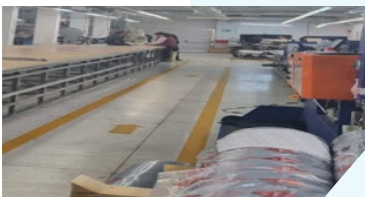
Before



Storage capacity doubled after reorganization of the warehouse



Search time decreased from 15 mins to 4 mins



A new automatic labeling and packaging control system introduced

After



Before

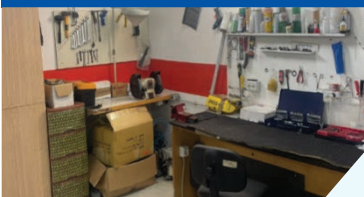


5S is implemented fully in cutting room

After



After



5S is implemented fully in mechanic room and a space of 5sqm was freed



A dedicated area set up for storing spare parts and equipment, search time decreased from 5 mins to 1 mins



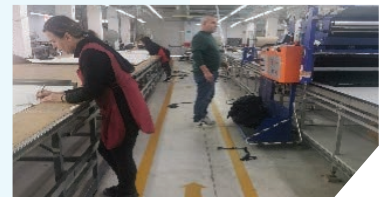
Maintenance log book designed and in usage

Before



*Applying 5S and Visual Management,
has contributed to reduction of
searching time with 5%*

After



- “I was privileged to be a part of SCORE Training. After learning all about the 5S methodology, it is easier to organise the work environment and reduce waste while improving quality, efficiency, and safety.”

Vjollca Hajdari, Production Manager

► Enhanced implementation of Quality Control Measures

A dedicated sampling lab area has been established to address proactively potential defects in incoming materials, thereby facilitating the documentation of defect percentages on new samples. Recognizing the importance of optimizing internal processes, the company reconfigured its sewing machines and reallocated workers based on their experience. This realignment allowed to maximize both quality and efficiency in production lines, ensuring each worker operates at their optimal capacity. Dedicated quality supervisors have been appointed for each production line to enhance quality control further. These supervisors systematically oversee and improve quality control measures, ensuring consistent production of high-quality products.

After



Establishment of sampling laboratory area



Orari	Norma e Pritshme	Copa Reale	Norma-Kumulative	Reale-Kumulative	Krahasin	Nese Aktuale-Norma, Vendas Arsyet
1:00-8:00	7	6	7	6	Verifiko Arsyet	Ngrohja e makinerise
1:00-9:00	12	11	19	17	Verifiko Arsyet	Vornise e Aksesorit
1:00-10:00	14	15	33	32	OK	Staf ne prove
0:00-	14	13	47	45	Verifiko Arsyet	Kchim qese
1:00-	9	10	56	55	OK	
2:00-	13	11	69	66	Verifiko Arsyet	
3:00-	13	12	82	78	Verifiko Arsyet	
4:00-	12	10	94	88	Verifiko Arsyet	
5:00-	12	9	106	97	Verifiko Arsyet	

*Regular monitoring of
defects and reduced costs
associated with defects
and reworks*



- “In May 2023, 3000 pieces were rejected, leading to the appointment of a new external manager in June. With support from the SCORE-trained Enterprise Improvement Team and ILO experts, we revised our quality control procedures and implemented a new defect recording system. This resulted in a 35% decrease in defects and a 15% reduction in repairs .”

Andi Tanushi, Logistic and Operations Manager