SCORE Training Introduction
Sustaining Competitive and Responsible Enterprises
What is SCORE Training?

How to improve:

- Quality and productivity
- Working conditions (HR, OSH etc.)
- Environmental footprint
- Competitiveness in national and global markets

... by improving cooperation between workers and managers
What is SCORE Training?

- Training and consulting programme for SMEs
- Teaches high-performance workplace practices
- Integrates concern for working conditions into core business operations

Advanced manufacturing practices
High-performance HR practices
Worker safety

Higher productivity and better working conditions in SMEs
Target group: SMEs
Firms with 50-250 employees

• SMEs employ 95%+ of the world’s working population
• Main source of employment in developing countries
• Under-invest in training
• Often under the auditing radar of national and global buyers
• Capacity to upgrade and become 1st or 2nd tier suppliers
A modular programme

Module 1: Workplace Cooperation – A foundation for business success

Module 2: Quality - Managing Continuous Improvement

Module 3: Productivity Through Cleaner Production

Module 4: Workforce Management for Cooperation and Business Success

Module 5: Safety & Health at Work: A Platform for productivity
Training Process

SCORE Training
Sustaining Competitive and Responsible Enterprises

Baseline Assessment → Interactive Group Training → Implementation supported by on-site consultancy → Ongoing Monitoring & Impact Assessment → Results Tracking

Continuous Improvement

Norad
More motivated people

- Improvement teams created in all firms
- Employees across the organisation get involved
- Worker facilities upgraded
- Introduction of suggestion schemes
- Staff turnover and absenteeism decreased
Better quality products

- Key motivation for managers
- 100% of firms improve in this area
- Realisation that workers play a crucial role in product quality
Higher productivity

- Productivity improvement range from 15 to 50%
- Delivery improvement range from 70% to 90%
Safer working environments

• Wide variety of OSH improvements
• Also linked to improvements in general cleanup, lighting and ventilation
Who benefits?

**SMEs**
- Increased productivity and quality, as well as healthier, more committed employees
- Improved access to market opportunities – local, national and global

**WORKERS**
- Less “race to the bottom” and possibly opportunities for more productive and decent work in workplaces that are in compliance with national standards

**LOCAL CLUSTERS**
- Improved capacity for SME upgrading among local associations and business development service providers
- Joint action between enterprises to address common problems

Indirect benefits to:

**TARGET SECTORS**
- More competitive suppliers
- Decent employment opportunities safeguarded
800+ SMEs trained on SCORE

- **China**
  - Garments
  - Machine and Autoparts

- **Vietnam**
  - Furniture

- **Indonesia**
  - Auto parts

- **South Africa**
  - Machine and Auto parts

- **Ghana**
  - Ecotourism lodges

- **Colombia**
  - Textile
  - Flowers

- **Bolivia**
  - Manufacturing

- **Peru**
  - Agroprocessing
  - Manufacturing

- **SCORE global**
  - Geneva
SCORE Training Participation

6,640+ managers and workers

- 51% middle - upper management
- 49% workers
- 30% women

as @February 2016
SCORE Training Participation

As at February 2016:

• 810+ SMEs
• 200,000+ total workforce benefited from Improvements
• Average satisfaction rate: 88%
Performance Measurement

- Learn to measure performance
- Allows firms to see impact of the Training in daily business
- Visible of impact increases uptake of further SCORE Training modules
For more information see: www.ilo.org/SCORE
Or contact: SCOREglobal@ilo.org

Thank you