



International
Labour
Organization

SCORE Training

► INFOTEP

Working to Promote Competitive,
Responsible and Sustainable
Enterprises in the Dominican Republic



INFOTEP



In 2016, the National Technical and Vocational Training Institute of the Dominican Republic (INFOTEP) signed a cooperation agreement with the International Labour Organization to implement the ILO's SCORE Training, aimed at improving working conditions and productivity in small and medium enterprises (SMEs) through a combination of practical training in the classroom and technical assistance in the workplace.

SCORE Training is a modular training package and methodology developed by the ILO SCORE Programme. The Training is used to improve productivity, employee-manager cooperation, and working conditions within small and medium-sized enterprises (SMEs). SCORE Training focuses on developing cooperative working relations that benefit employees and business. It also promotes international best practices in the manufacturing and service sectors, to help SMEs to participate in global supply chains.

The SCORE Training modules cover Workplace Cooperation, Quality Management, Clean Production, Human Resource Management, Occupational Safety and Health, Lean Manufacturing, Gender Equality, Responsible Business, Hospitality Coaching and Working Time. There are also Trainer and Implementation Guides that accompany these. Most modules are delivered through a combination of classroom training (in-person or online) and in-factory consultancy, and led by industry experts. The consultancy visits are a unique element of the training methodology that ensures that classroom learning is put into action in the workplace.

Methodology

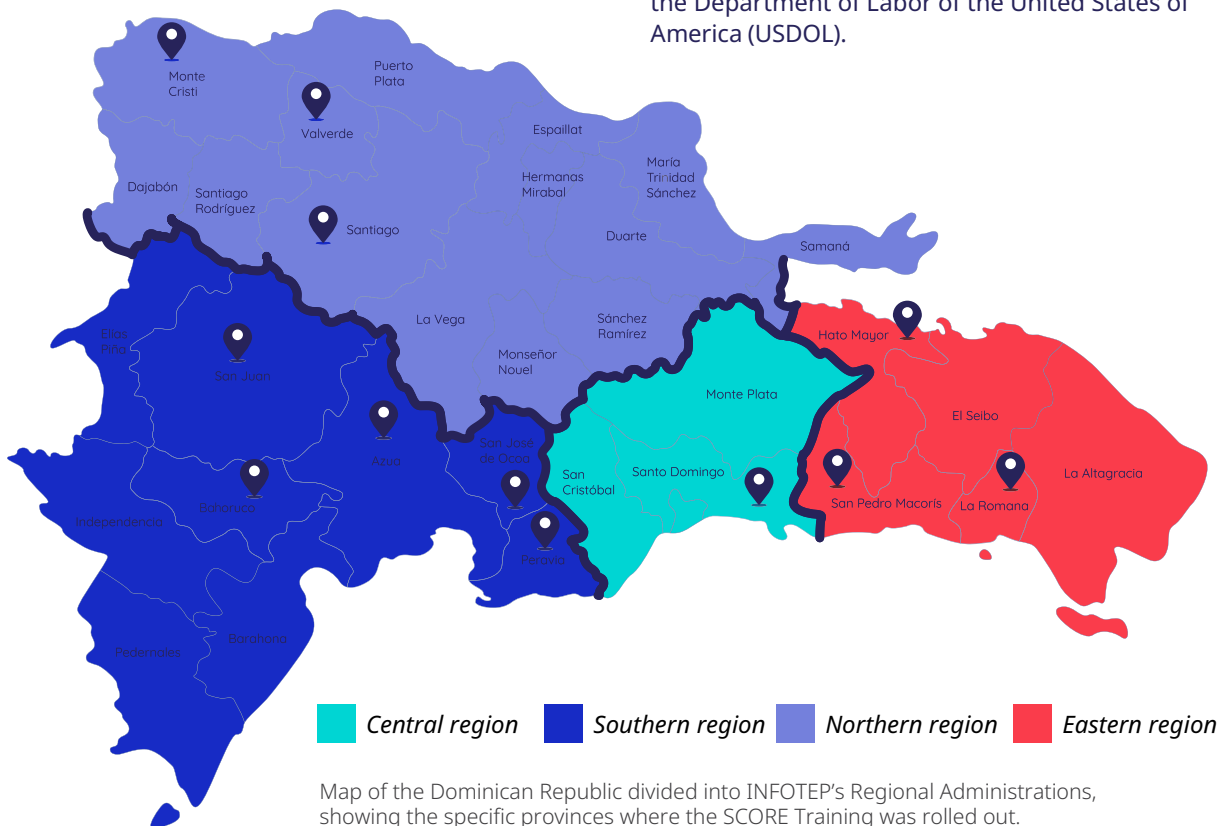
The SCORE Training methodology selected is based on a modular structure across five areas: Workplace Cooperation, Quality Management, Clean Production, Human Resource Management, Occupational Safety and Health. Each exercise begins with a baseline assessment, which determines the general status of each enterprise and identifies opportunities for improvement. Each module consists of two days of practical training in the classroom for staff (workers and managers) from the enterprises, followed by a period of technical support provided by experts to the participating enterprises.

All organizations start the SCORE Training process with the Workplace Cooperation module and then further modules are selected based on priorities identified during the baseline assessment.

Experience in the Dominican Republic

The implementation of SCORE Training in the Dominican Republic began with a pilot project in 2017 in the banana industry in the northern region of the country. As a result of the success of the processes that were put in place and the results obtained, the scope of the project was expanded to the other regions (central, southern and eastern) and to more sectors of the economy, such as agribusiness, manufacturing, graphic arts and the service sector. In four years, approximately 50 entities, including producing associations and enterprises, have benefited directly from this programme.

This reach was possible because of a three-stage roll-out, developed in line with the structure of the methodology. Each stage consisted of training and assessment through module 1 and the inclusion of a new training and assessment unit. In 2020, the process culminated in an ILO technical cooperation project to strengthen the capacity of the Ministry of Labour to improve working conditions in agriculture, funded by the Department of Labor of the United States of America (USDOL).



▶ STAGE 1

2017

Sector: Agriculture

Region: Northern

Modules:

- ▶ Workplace Cooperation - A foundation for business success
- ▶ Workforce Management - Driving performance through workforce solutions

ILO Support Framework: Banana Accompanying Measures (BAM) for the Dominican Republic/ EU funded

Counterpart: INFOTEP

▶ STAGE 2

2018

Sectors: graphic arts, metal-mechanic industry, service sector, manufacturing.

Region: Central

Modules:

- ▶ Workplace Cooperation - A foundation for business success
- ▶ Quality Improvement - Managing continuous improvement

ILO Support Framework: Regular budget

Counterpart: INFOTEP

▶ STAGE 3

2019–2020

Sectors: agriculture, metal-mechanic industry, agribusiness, graphic arts, service sector, manufacturing, textiles.

Regions: Northern, Southern, Eastern & Central

Modules:

- ▶ Workplace Cooperation - A foundation for business success
- ▶ Safety & Health at Work - Improving safety and health in the workplace

ILO Support Framework: Project to strengthen the capacity of the Ministry of Labour (USDOL)

Counterpart: INFOTEP

▶ Results

In general, the participating enterprises have reported high compliance with enterprise improvement plans and show a high level of satisfaction with the process and the results.

Northern Region

Banana Industry

"The greatest benefit that we have seen with the SCORE Training is that we have saved a lot of time in the organization of documents; before, it used to take us 15 to 20 days to find documents, but now we can locate them in less than 30 seconds".

Massiel Gómez, accounting assistant, Association of Small Producers La Santa Cruz.

"We also learned that working in a team makes things easier. Allowing employees to participate so that they can also help to make improvements in each area. Putting up signs in the areas concerned means that we save time, because now we know where things are specifically, and we are protecting the workers and their health."

José Valdez, producer, Finca José Enrique Valdez.

Central Region

Graphic Industry

"I really liked something that was repeated in all of the SCORE modules: it's the small changes that make the difference. It is important that some medium enterprises want to make sudden changes that in the end they are not able to maintain. Whereas, on the other hand, SCORE encourages enterprises to do things that are attainable, that perhaps seem small, but by encouraging five small projects, in the long term, that makes a big difference."

Imer de la Cruz, Human Resource Analyst, Saladín Industria Gráfica.

"The change was impressive. Despite being quality certified and having applied 5S, it hadn't been possible to maintain that. Thanks to the involvement of all the staff, we have been able to maintain the results, follow them up, and scale up the results."

Rosario Paradis, Administrative Manager, Impresora CONADEX.

Service Sector

"As a service enterprise, we have made various improvements since we began to implement learning from the Workplace Cooperation module. Improving communication with employees; collecting new ideas for improvements within the enterprise; organizing the kitchen area; improving working conditions for employees by adapting bathrooms and locker areas for belongings; improving the cleaning process in work areas and ensuring its sustainability through knowledge of the 5S are examples. Additionally, we have recovered space that was previously unused because it contained items that were largely unnecessary or obsolete, and we have been able to develop an occupational safety and health policy."

Chavelly Lora, Human Resource Manager, Restaurante D' Luis Parrillada.

Southern Region

Agribusiness Sector

"SCORE Training helped us to see areas of weakness, why productivity has decreased, and how we can improve."

David Minaya, Administrative and Business Manager, Minagro.

Service Sector

"Sometimes, you believe that things are tidy because you have them close to hand and in one place, but labelling them and putting them in a certain place saves a lot of time, and by saving time, you also save resources."

Francisca Morales, Administrator, Panadería Belén.

Sustainability and Vision for the Future

INFOTEP has been concerned not only with service quality during the delivery process, but also with generating a series of conditions that facilitate the sustainability and growth of the training and assessment service, using SCORE Training. The following are the main characteristics of this strategic vision and vision for the future:

- ▶ Four years ago, five people began a strict applied training process which, in the short term, will allow them to opt for certification as "Master Trainers" enabling them to help to train enterprises' assessors in using the SCORE Training methodology at the national and international levels. At the same time, in 2019 an additional ten assessors began their training with the Workplace Cooperation module, with the clear intention of training them in the four other modules.

- ▶ SCORE Training has been included in institutional service provision processes, which means that it can be offered and implemented as an institutional service.

- ▶ Instructions have been developed to facilitate the implementation and supervision of the SCORE Training in the institution, and the audit of its use.

- ▶ The General Directorate and Competitiveness Management Department hope that INFOTEP can become a certifying body, and that is why decisive steps have been taken towards creating a SCORE Centre of Excellence.

Factors for success

On the basis of a broad consultation with various different actors involved in the process, the following have been identified as elements that have contributed to the success of the project:

- ▶ SCORE Training is in keeping with the mandate and vision of institutional support for productivity in SMEs, and is easy to understand and is a short-term programme.
- ▶ Policy, technical and financial support available from INFOTEP departments and the ILO throughout the whole process.
- ▶ Tripartite vision is common to both the institution and SCORE Training.
- ▶ Teamwork and collaboration between key actors: international technical support, external technical advice and management and technical team in the institution.
- ▶ Strategic selection of SCORE-INFOTEP trainers: significant training, experience and commitment.
- ▶ Selection of sectors and enterprises in line with strategic vision.
- ▶ Evidence of excellent short-term results.
- ▶ Internal and external communication strategy, which allows for timely reflection on progress and achievements resulting from the implementation of methodology across the country, motivating staff at the institution and in the enterprises.
- ▶ Strategic vision and future vision for the institution: clear interest in using SCORE Training modules, in order to have an impact on more sectors and enterprises, showing more and more results.
- ▶ Entrepreneurs who provide good testimonies for the training and demonstrate continuity of results. This closes the circle.

Below are some photographs that show elements of the SCORE Training process, from the classroom training phase and the technical support offered by INFOTEP trainers, to some of the changes seen in the enterprises following the participation of their workers.

► Training



Team from Saladín Industria Gráfica receiving technical support from INFOTEP to coordinate actions for implementation.



Classroom training for members of the Associations in the banana industry in the North-Eastern Region.

► Results



Baseline assessment in an enterprise called Productos Valle Verde.



Process of organizing the bananas, as part of the implementation of the Workplace Cooperation module.



Implementation of an internal and external communication system by installing a suggestion box.



Noticeboard installed in an enterprise called Minagro, as a communication tool for sharing relevant information.

SCORE Training



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The project is entitled, “Fortalecimiento de las Capacidades del Ministerio de Trabajo para mejorar las condiciones de trabajo en la Agricultura Dominicana” (FORMITRA, Strengthening the capacity of the Ministry of Labour to improve working conditions in the Dominican Republic)

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