

How has SCORE helped imbibe a sense of “Belonging”?

In NewTech Auto Components, suggestions are encouraged and implemented wherever possible to ensure their preferred menu is catered in the Lunch provided to employees.

It came out during a SCORE workshop at SriRamakrishna Forgings conducted in-house to discuss and document the enterprise’s Strengths and Weaknesses that flexi working hours available in the company greatly benefits the migrant worker.

All SCORE enterprises are tuned to a good system of vacation planning for migrant workers as they travel only once yearly for a sustained break from work to re-join their families back home and are quite used to systematically factor this need into their production plans



Is communication a key challenge?

Yes indeed, language and effective communication with migrant workers becomes the key challenge in enterprises that employ sizeable population of migrant workers. This came to the fore in all units in the recent past in the State of Tamil Nadu.

Prior to SCORE, Information exchange was seen to be almost always happening only in local language and all displays invariably in English. Formal meetings are conducted in English and as this requires special efforts to ensure interpretation, almost always little attention is given to verify if migrant population “got the message”.

Is SCORE breaking the barriers?

SCORE tries to break the barrier and help enterprises take the vital small step in the right direction to help communicate better with migrant labor.

During SCORE intervention, Trainer tries to help improve effective communication, information-sharing through multiple avenues such as the Notice Board, Enterprise Improvement Team, Daily production Line meetings etc.

In Vibgyor Automotive Components, during Sunrise Meetings, senior executive members who attend make it a point to speak a few words in Hindi providing a repeat of the gist of what has been communicated. Migrant workers come forward to speak in the gathering, sharing an interesting thought of interest to everyone present which gets translated in local language for the benefit of all.

SCORE is an ILO training programme that supports small and medium sized enterprises to increase productivity by promoting responsible workplace practices. Short training sessions for workers and managers are followed by enterprise visits and counselling to meet the needs of individual enterprises. The programme is particularly relevant for enterprises that face problems relating to quality, productivity, pollution and waste, workplace health & safety or human resources management.

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Under the SCORE initiative, Enterprises are encouraged to nominate migrant workers, to join Training programs. With no formal education beyond a point and hailing from poorer background; these workers find SCORE’s Training program become almost always the first formal class-room training they attend.



While putting together a formal activity group within the enterprise called the “Enterprise Improvement Team”, it is ensured that migrant workers are also selected and included so they feel part of the improvement process and given ‘equal’ opportunities to contribute.



During formal meetings conducted in local language (or English) daily at the shop floor, migrant workers are almost always at a loss to grasp information shared or directions provided to carry-out the day’s work. SCORE enterprises have begun to appreciate this need and are now ensuring message reaches all.



Migrant workers are prone to working extra hours for additional pay as well as because of the fact that they have little social life outside of the factory they are employed. SCORE program emphasizes on clean, hygienic amenities for workers and every improvement project focussing on ensuring decent work” for every human being.



INDIA

Sustaining Competitive and Responsible Enterprises



India is witnessing a huge movement of migrant labor especially from northern and eastern parts of India to Western and Southern States. While this is triggering economic prosperity for these workers and help host States meet their demand for labor, this phenomenon also brings with it unique challenges. ILO’s “Sustaining Competitive and Responsive Enterprises (SCORE)” initiative is aiding Enterprises handle some of these challenges boldly and systematically adopt methods that help absorb migrant workers as part of their productive resource base more compassionately.



“I am satisfied with my work. I feel the change, I am proud that I can also contribute positively to my enterprise”

- Mr Rajendrakumar, Operator,
Sakhti Engineering Works, Redhills, Chennai, Tamil Nadu

What more can be done leveraging SCORE?

The real challenges faced by migrant workers are the same as any other worker except that the challenges are compounded by no means of organized support made available to address their unique concerns.

One key issue is the literacy levels with which they migrate and gets employed. Many come from an economic background that encourages them to work long shifts to earn overtime allowances to meet both ends. Given the fact that the proportion of migrant labor in total head count in these small, medium engineering enterprises will remain the same if not increase in the years to come, attention need to be provided to many aspects of managing them differently so as to realize their full potential.



Essentially, what SCORE implementation has succinctly demonstrated is that with any country-wide productivity improvement program with a potential to stay engaged over several months of sustained training and intervention can really aid Enterprises look at things differently and get the maximum benefits to the business as well as its employees.



SCORE engagement Model will do more!

- SCORE Trainers are already suggesting to Enterprise owners to induct migrant workers after a formal induction program not just on skills but also on getting to "belong" quickly.
- Some SCORE enterprises are considering Language training to a level necessary to handle assigned tasks effectively. The flip-side is to provide Hindi language training to local staff – especially middle management supervisors and managers to communicate better with migrant workers
- Immediate provision of proper safety gear at work, especially to migrant contract labour as labour contractor might not ensure this.
- Special attention to notices and verbal communication translated in language of their choice – especially critical announcements that impacts their actions and results.
- Employee surveys focussing on migrant workers to periodically assess their needs and address them to the extent possible – which will have a salutary effect on their morale and productivity.

“I find Team work has improved and sense of responsibility has increased amongst employees after SCORE Module 1 ”

- Ramesh Kumar, Proprietor,
Sakhti Engineering Works, Chennai

Migrant Worker turns star contributor



30% increased production of spacer-nuts

Length of the holding mandrel fixture increased from accommodating 20 nos in one setup to 28 nos in one setup. Due to this unloading loading time reduced and output per pass increased. This resulted in production of the spacer nut improved by 30%. Delayed delivery to customer on this part reduced and on time delivery increased to an extent of 5% on this product.

Sakhti Engineering Works employs less than 40 personnel and manufactures machined metal parts for Tractor industry. It is a SCORE Enterprise

A Migrant worker takes the lead to meet workplace Challenges



Rajendrakumar, migrant worker from Bihar has travelled more than 2000km to make a living. He has picked up a smattering of the local Language Tamil only to do essential shopping but most of what is told at the workplace is Greek and Latin for him. Language makes everything around him strange. It is not the same as it was in his native small town. Uttering even one word to seek help from other employees was next to an impossible task.

Attending the SCORE Training of Enterprises made everything different and for the better. Everyone now looks at him with respect and take time to listen to what he says.

As a formal member of the Enterprise Improvement Team, he ensures he never misses any meeting mainly because he can freely express his views and everyone listens to his ideas.

How is Rajendrakumar contributing and getting a sense of “belonging”?

Rajendrakumar took a personal initiative to improving the condition of worker’s toilet and availability of adequate drinking water facilities in the shop-floor. His contributions lie in involving others and creating awareness towards better upkeep of toilets and company provided facilities; in particular amongst fellow migrant workers from North.

This directly impacted and augmented the results. But Rajendrakumar was not one to rest on his laurels. .

He also wanted to contribute in the work he was assigned to perform. The 10-min shop-floor meeting that takes place every day was repeatedly highlighting issues, one of which related to a bottleneck in a particular milling operation of a nut that frequently holds up production. He decided to change it forever. He implemented a modified fixture to hold the parts by which he can hold 28 nos in one setup from and 20 nos in another. The 30% increased production in this machine is a singular contribution from Rajendrakumar for his employers Sakhti Engineering Works, Padiyanallur, Red Hills, Chennai, Tamil Nadu.