Promoting Quality and Productivity at National Level in Sri Lanka

Presented by
Sunil G Wijesinha
Winner of APO National Award for Productivity (Sri Lanka) 2000
President, S L Association for the Advancement of Quality and Productivity
Member, Steering Committee on Productivity, Ministry of Labour
MD, Merchant Bank of Sri Lanka Ltd

Sri Lanka - the dire need to be world class

- Small country, small local market
- Need to be globally competitive
- First South Asian country to open the economy - 1978
- Traditional revenue sources losing significance
- Competitiveness shifting out of low labour cost and low input cost
- Change in aspirations of labour
At the moment Sri Lanka has only two major world class brands

• Ceylon Tea
• Sri Lanka Cricket

Therefore Sri Lanka needs to be high in productivity and high in quality
A Government led initiative supported by the private sector was needed.

Examples of other countries were studied.
Government initiatives

• A National Quality Policy
• The Sri Lanka National Quality Award
• A National Productivity Policy
• A set of National Productivity Awards
  - Ministries, Government Departments, Manufacturing, Service, Schools

Initiatives by Government bodies

• Sri Lanka Standards Institute - promotes techniques of Quality and Productivity
• National Institute of Business Management promotes techniques of quality and productivity
• National Productivity Secretariat, (Ministry of Labour) promotes interest in productivity and quality
• Sri Lanka Institute of Development Administration promotes quality and productivity in government institutions
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Initiatives by non-governmental bodies

- Creating awareness
- Promotion of Quality and Productivity Techniques
- Promoting small group activities
- Conducting competitions

The Many Awards

- The National Quality Awards
- The National Productivity Awards
- HRM Awards
- 5S Awards
- Business Excellence Awards
- Entrepreneur Awards
- Achiever of Industrial Excellence Awards
- Safety Awards
- Q & P Awards
- Employee Involvement Awards
- Kaizen Award
The Quality Movement - SLSI

- The Bureau of SL standards – subsequently the Sri Lanka Standards Institution
- The SLS mark in 1980
- Quality week in 1984
- ISO 9000 certification in 1994 and ISO 14000 in 2002
- The NQA introduced in 1995 for manufacturing and service sectors
- In 2004 extended to Health care and education sectors as service subsectors
- The National Quality Policy in 1996 – approved by cabinet
- Promotion of other certifications such as HACCP, etc

The National Quality Policy
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The National Productivity Policy

The Productivity Movement

- Joining the APO
- The NIBM
- The Productivity Award
- Formation of the National Productivity Secretariat
- The revised National Productivity Award
- The declaration of the Productivity Year 1996
- The declaration of the Productivity Decade 1997 - 2006
- The National Productivity Policy 2003
Initiatives by the National Productivity Secretariat

• Weekly radio talks and TV shows
• Regular evening talks
• Demonstrations (such as QCC presentations)
• CEO fora
• Seminars for the media
• Seminars for the trade unions
• Institutional level initiatives

Most of these activities followed the Singapore model of the early 1980s
The awareness phase

Awareness created by multiplier activities

- Chambers
- Professional associations
- Voluntary associations
- Academic institutions
- Trade unions
As a result many annual conventions were on the theme of productivity.

Some unique initiatives.
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Annual Quality Month/ Week

Quality week/ month activities

• Quality Declaration and announcement by CEO
• Quality thought posted / emailed everyday
• Special customer events
• Stickers
• Focus on getting 100% right
• Improving interpersonal relations
• Quality related talks/videos/audio presentations
• Invited guest lectures
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Quality week/ month activities (contd.)

• Poster/slogan competitions
• Competitions for children of employees – poster, essay, poem etc
• Competition for 5S implementation at home
• Helping the schools and hospitals implement 5S and QCC

The 5S movement
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5S

- The origin
- The competition
- Spread to service, plantations, government offices and schools
- Now a household word
- Companies have reported huge gains
- Foreign investors highly impressed
- Government offices have been applauded
- Schools have reported increased discipline
- Parents have reported a major change in behaviour of children

The 5S competition

- Conducted by the AOTS alumni society for the past 9 years
- Raised the 5S standards in the country significantly
- Has moved from the simple 5S to Super 5S
- Helped the Chennai AOTS alumni society to implement a similar award
- In October 2002 held the “International Convention on 5S”
- Other international conventions later
Now heavy focus on

- Schools
- Government services
- Civil society

Today 5S has become a household word in Sri Lanka

Almost everyday there is some reference to 5S on the radio, TV, or newspapers
Promoting 5S in schools

- Several schools are now practicing 5S - mostly rural schools
- Winning 5S schools have been featured on national TV
- Winning schools are now getting more facilities and private sector assistance
- Unfortunately less interest from city and urban schools
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Removed by "tags for keys and equipment"

Discipline by following direction arrows
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Dusters for 5 minute 5S just before interval
Promoting 5S in hospitals

- **The Castle Street Maternity Hospital**: a Government hospital with poor resources and with typical government type conditions
- Implemented 5S, Kaizen and QCC
- Has won the 5S award for the service sector, the National Productivity Award and the National Quality Award
- Featured on several TV channels and now other hospitals too are implementing
- Death rate, and infection rate has declined significantly. Cost of disinfectants has decreased. Staff satisfaction has risen sharply
- Now huge demand for admission
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The philosophy of the hospital
"A government hospital with a sense of Quality"

Clear directions at every spot. Even the locations of toilets are shown.
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Pakistan Institute of Quality Control
www.piqc.com.pk
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Pakistan Institute of Quality Control

www.piqc.com.pk
A team from India which visited the hospital could not believe it was a government hospital.
5S in a police station

- Morale has increased
- Significant change in attitude of police personnel
- Complainants who visit are shocked at the neatness and cleanliness
- Prompt service
- Decrease in crime rate

The Quality Circle movement
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Quality Circles

• Introduced in late 1980s to Sri Lanka
• Modified to suit the socio cultural milieu of Sri Lanka
• Became very popular
• Joined the ICQCC in 1989 and a member of the International co-ordinating committee since then
• Largest delegation to ICQCC 1993 Bangkok
• Huge enthusiasm among workers
• Presentations done drama, verse, and other exciting methods

The Kaizen and Kaizen Suggestion movement
Kaizen Suggestions

• Becoming popular
• Focused mainly at worker level
• Token rewards given in some instances
• Very good suggestions received
• Focus on a large number of small suggestions

The TPM movement

Just catching on
Other Japanese techniques

- Poka Yoke
- Hoshin Kanri
- TQM

Promoting Quality and Productivity in schools through the SLAAQP

- Quality and Productivity related
  - Debates
  - Poster competitions
  - QCC competitions
  - Kaizen suggestion competitions
  - Quiz
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CEO Award for the best employee involvement company
The National Quality Award

- Modelled on the lines of the Malcolm Baldrige National Quality of USA
- Very tough evaluation

National Productivity Award

- Unique model for Sri Lanka
- Some elements taken from other quality and productivity models
- Initially in the 1990s more quantitative and focused more on the results
- In 2002 major change
- In 2003 further modification
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Looked for suitable models from other countries

- Malcolm Baldrige model of USA
- Singapore Productivity Award of SPRING
- Virginia Senate Productivity Award, and Davis Productivity Award of Florida
- National Productivity Award of NPC, and CII of India
- European Federation Quality Management (EFQM) model
- Other awards of SA, Australia and Canada
- Previous Scheme of Sri Lanka

Evaluation Model 2002

LEADERSHIP

PEOPLE

STRATEGIES

MEASUREMENT

PROCESSES

PEOPLE

CUSTOMERS

SOCIETY

RESULTS

PERFORMANCE

ENABLERS

RESULTS
Application evaluation process 2002

1. Recd. by NPS, accepted ones sent to MBSL
2. Desk review by a panel and shortlisting
3. Marks verified by review panel
4. Site visit by evaluators
5. Confirmation of marks
6. Recommendation of positions by panel
7. Confirmation by S/E & L

EVALUATION MODEL 2003 FOR THE MANUFACTURING SECTOR AND SERVICE SECTOR

- Leadership
- Measurement
- Strategies
- Processes
- People
- Customers
- Results
- Overall performance results

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This was a glimpse of some of the initiatives related to the promotion of quality and productivity in Sri Lanka.

Hope it stimulated your interest.
Thank You

For further information please email me at

sunilgw@mbslbank.com