



National Productivity Awards Competition 2025/2026
"A Thriving Nation through Productivity"

GUIDEBOOK

Manufacturing & Service Sector

CONTENTS

- 1. Introduction**
- 2. Objectives of the National Productivity Awards Competition**
- 3. Categorization of Institutions**
- 4. Classification of Awards**
- 5. Activity Flow Chart of NPA 2025/26**
- 6. Electronic Registration**
- 7. Registration fees for the competition**
- 8. Instructions for perfecting the Application**
- 9. Submission of Applications**
- 10. Providing Resources for Institutional Productivity Development**
- 11. Application Evaluation Process**
- 12. Complaints regarding the Judgement**
- 13. Announcement of Award Winners**
- 14. Obtaining the Observation Report**
- 15. Post-Award Activities**
- 16. Authority**
- 17. Evaluation Criteria**
- 18. Annexure**
 - 18.1 Sample with Barcode
 - 18.2 Application – NPA 2025/26-Public Sector

1. Introduction

In the development of Productivity, it is an essential factor for the assurance of the well-being of a world increasingly interconnected, and for the achievement of long-term development goals through which a gradual and balanced sustainable growth may emerge across different levels of the society. The scope of the concepts of productivity is not limited to a technical concept anymore but is constantly being updated globally, subjected to different negotiations, as a driving force that directs the economic progress of a country, its institutional excellence and social well-being

The National Productivity Secretariat, established under the Ministry of Industry and Entrepreneurship Development as at present, is implementing a number of different programmes and projects to promote productivity in various sectors of the Gross Domestic Product. In line with this, the National Productivity Awards Competition, held every two years, is a competition that systematically evaluates institutions in the public sector, manufacturing and service sectors and schools that bring productivity concepts to practical use in the most creative and excellent manner. In this competition, held based on a number of basic objectives such as increasing the efficiency of institutions and organizations that produce goods and services and creating a culture of continuous improvement of processes, increasing production capacity, improving the quality of goods and services, identifying and preventing waste in production, encouraging employees to create innovations, creating a motivated workforce with physical health and a clear mind and increasing labour productivity, and accessing global market competitiveness, all institutions participating in this competition are evaluated in a transparent manner by a panel of judges who have acquired expertise in the subject of productivity.

This Productivity Awards Competition renders an immense support to strengthen and streamline the export process as an approach to address the challenges faced by local industrialists, as well as to empower local entrepreneurs through productivity concepts and thereby provide citizens with the ability to have access to high-quality goods and services.

This competition, held in concurrence with the “Clean Sri Lanka” project implemented by the current government as a strategic tool for the achievement of the social, ethical and environmental objectives, creates a strong foundation for establishing social security, creating environmental sustainability and strengthening mutual bonds between groups of people by increasing the overall productivity of the country.

The National Productivity Secretariat is fully dedicated to provide you with the new knowledge on productivity you need, with the aim of transforming all institutions that wish to participate in this competition to become the best institutions in the field through a systematic methodology. Accordingly, the National Productivity Secretariat extends its warmest congratulations to all of you who participate in this competition in order to effectively achieve this national task.

2. Objectives of the National Productivity Awards Competition

Basic Objectives	Description
Making aware of the business level productivity concepts and their benefits.	This competition will help to encourage the use of strategies and techniques that increase productivity at the business level and to create a better understanding of those methods and techniques.
Motivating towards employer - employee cooperation	Improving employer-employee cooperation through productivity promotion and positively motivating the employer to provide employee incentives and benefits
Facing global challenges.	Preparing the production and service sectors to face future global challenges through “sustainable development” by training organizations to use resources economically.
Improving the global competitiveness of Sri Lankan businesses	Encouraging new business opportunities through the improvement of processes, value addition to products through process simplification for the increase of the production efficiency of businesses..
Encouraging organizations for digitalization, automation and technological transformation	Encouraging organizations for digitalization, automation and technological transformation by evaluating organizations transforming for new technologies.
Continuously motivating organizations for excellence by identifying model organizations with high productivity performance and providing them with awards.	It is expected to identify exemplary institutions and thereby the other organizations will follow the methods and procedures of those exemplary institutions willingly.

3. Categorization of Institutions.

Institutions are basically of two main types.

3.1. Manufacturing Sector

Each of the above sectors is divided into three categories based on the number of employees as follows.

Large scale	- Establishments with more than 200 full-time employees
Medium scale	- Establishments with between 51 and 200 full-time employees (inclusive of 51 and 200)
Small scale	- Establishments with between 10 and 50 full-time employees
Micro scale	- Establishments with less than 10 full-time employees

3.2. Service Sector

Large scale	- Establishments with more than 200 full-time employees
Medium scale	- Establishments with between 51 and 200 full-time employees (inclusive of 51 and 200)
Small scale	- Establishments with between 05 and 50 full-time employees
Micro scale	- Establishments with less than 05 full-time employees

4. Classification of Awards

4.1 Depending on the score obtained in the on-site inspection awards will be presented to the establishments.

Gold Award	- Institutions scoring 900 marks or above 900 marks
First Place	- Institutions scoring 850 marks or above 850 marks
Second Place	- Institutions scoring 750 – 849 marks
Third Place	- Institutions scoring 650 – 749 marks
Special Proficiency	- Institutions scoring 550 – 649 marks
Proficiency	- Institutions scoring 450 - 549 marks

- These score ranges may vary based on the recommendations of the National Productivity Awards Advisory Committee.
- Awards and certificates will be awarded to institutions scoring first, second, third and special Proficiency levels, while certificates will be awarded only to institutions scoring Proficiency levels.

4.2 Gold Award

Only institutions that have won first place or a gold award in the most recent National Productivity Awards held in the previous year can apply for the Gold Award. Accordingly, only institutions that have secured first places in the 2024 National Productivity Awards Competition can apply for the Gold Award. An on-site inspection of those institutions will be conducted by a five-member expert panel. Gold awards will be awarded based on the marks obtained therein.

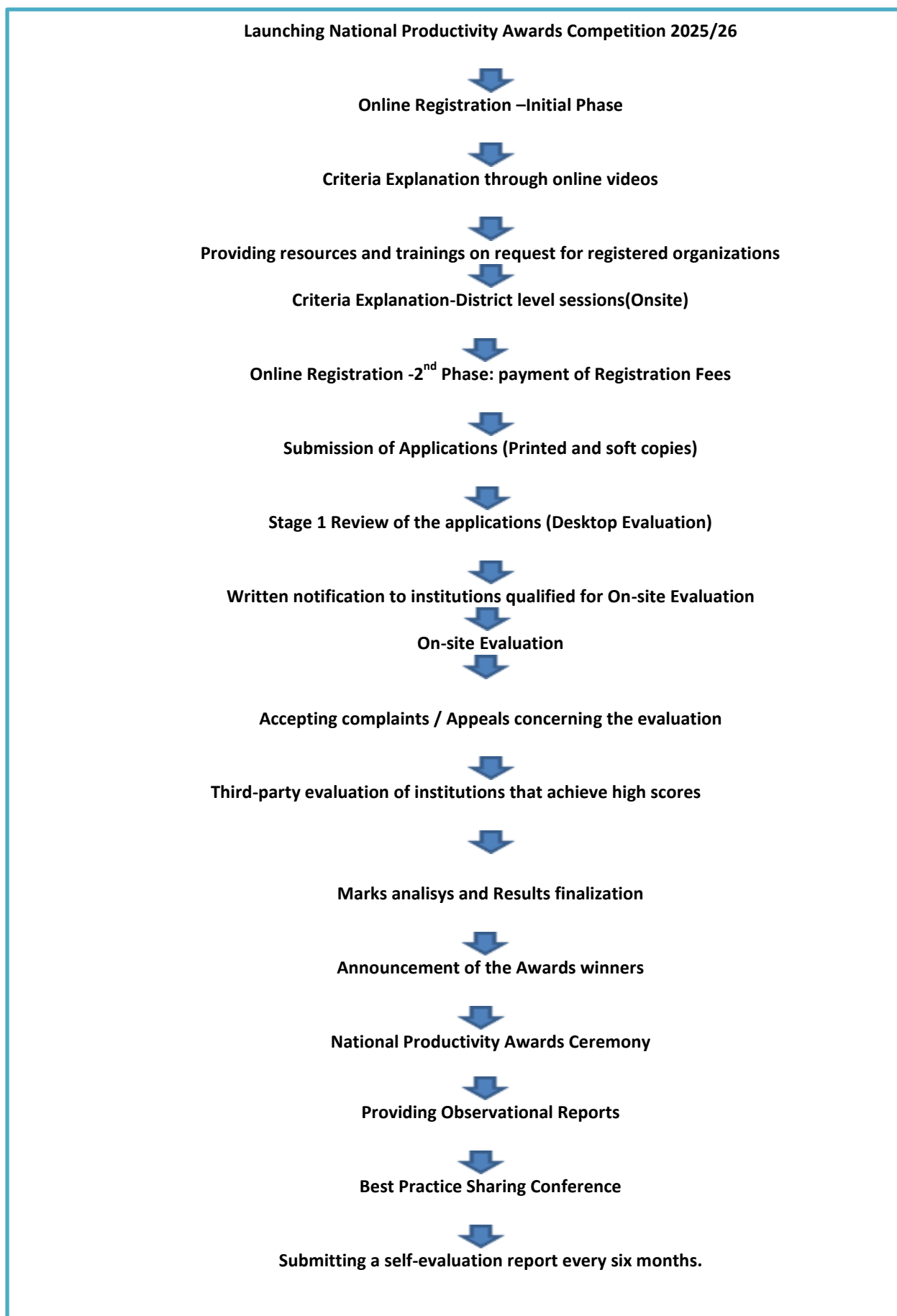
If an institution does not qualify for the Gold Award, it will be placed based on the marks obtained by that institution.

Institutions that have received the Gold Award in three consecutive years can apply for the Platinum Award. The evaluation process for this award will be carried out based on specific criteria.

4.3 Platinum Award

Institutions that have received the Gold Award for three consecutive years are eligible to apply for the Platinum Award. The evaluation process for this award is conducted based on specific criteria and is carried out by a distinguished panel of expert judges.

5. Activity Flow chart of NPA 2025/26



6. Electronic Registration

Registration for the Productivity Awards Competition is conducted in two phases:

1. Initial Registration
2. Second Phase of Registration

Follow the steps below for electronic registration:

6.1 Initial Registration

At this stage, the institution must enter its **basic information** and complete the initial registration for the National Productivity Awards Competition.

To complete the initial registration after May 15, 2025, please visit the web site: www.productivity.lk and access the following link.

<https://awards.npsebreeze.com/candidate-registration>



All institutions participating in the competition from 2025 onwards must register through the above link, and please note that previous registrations will not be valid.

Please pay attention to the following points when entering information for the registration number:

- **Enter the name of the institution correctly.** The name you provide must match the name mentioned on the eligibility or certification documents. Therefore, include the region as well, if necessary, for clear identification.
- **Initial registration is mandatory** for all institutions applying for the National Productivity Awards Competition. The code and password received through this process are the responsibility of your institution to keep confidential. These credentials will also be required for making the final payment for registration.
- Only institutions that complete the initial registration for the **National Productivity Awards**

Competition 2025/26 will be provided with the necessary resources and training programs. Additionally, updates and guidance related to the competition will be shared exclusively with the registered institutions.

6.2 Second Phase of Registration:

- Second phase of registration starts in early September 2025. At this stage, the relevant payment must be made, and the application form must be completed and submitted properly to the National Productivity Secretariat.
- Take note of the following points when entering the information for the registration number. Enter the name of the institution correctly. If your institution is qualified, the name you enter here will be mentioned in the certificate. Therefore, if necessary for identification, specify the area.

Follow the steps below for the second phase of registration:

6.2.1 To obtain the registration number, visit the website www.productivity.lk and access the following link:

<https://awards.npsebreeze.com/candidate-registration>

6.2.2 From the year 2025 onwards, all institutions participating in the competition must log in to the above link using the **Username and Password** received during the initial registration to access the National Productivity Secretariat portal.

6.2.3 A **payment receipt** is mandatory for the second registration phase. Ensure that the receipt details are entered accurately.

6.3 After correctly entering the information for the second registration, attach the page containing the **registration number and barcode / QR code** as the **cover page** of your application.

Carefully read the instructions provided in the application and complete it accordingly.

7. Registration Fees

Perfected applications must be submitted along with the registration fees as shown below.

Manufacturing and Services Division

- Large Scale Rs.25,000/-
- Medium Scale Rs.15,000/-
- Small Scale & Micro category Rs.5,000/-

This amount should be credited to the Account No. 7040648 of the “Director - National Productivity Secretariat” at the Bank of Ceylon Battaramulla Branch and the receipt should be pasted on the page obtained from the electronic registration. Kindly note that money orders or cheques will not be accepted.

8. Instructions for perfecting the application

- 8.1 Indicate clearly the information, facts and evidence for the criteria in this application. Here, the National Productivity Awards Competition 2025/26 applies to all productive activities implemented from January 2025 to December 2025. However, the achievements in the programmes of 2 previous years (2023 and 2024), if achieved in the year 2025, will be considered in the evaluation.
- 8.2 Submit additional annexes after the main annexes to provide additional information only if requires.
- 8.3 The number of pages in the application should be limited as follows.
- Maximum 100 pages without annexes
 - Maximum 100 pages of annexes
 - Font size - 11
 - Page number - on top right
 - Font style – Iskoola pota
- 8.4 For further information, please contact the Productivity Development Officer of the nearest District Secretariat / Divisional Secretariat. or contact the National Productivity Secretariat using the following communication channels.

Director

National Productivity Secretariat,
10th Floor, Sethsiripaya 2nd Stage, Battaramulla.
Tel: 011 2 186030 or 011 2 186026
Fax: 0112186025
Website: www.productivity.lk

9. Submission of Applications.

Only one hard copy of the completed application can be submitted to the National Productivity Secretariat before 14:00 hours on 30th January 2026. It can also be submitted by registered post or express courier service to reach us before that date. It is hereby notified that the National Productivity Secretariat is not responsible for any delays in the post or express courier service. However, for applications received after 14:00 hours on 30th January 2026 a reduction in marks will apply as follows. Therefore, you are kindly requested to submit your applications on time.

- A **PDF soft copy** of your application must be uploaded before the deadline of the final application submission deadline
- 50 marks for each day of delay
- Applications delayed by more than 5 days will not be submitted for review. Please note that the days are calculated inclusive of Saturdays, Sundays and public holidays.
- This deduction of marks is done automatically by a computer system and therefore, it is not possible to prevent the deduction of marks for delays of submission for any reason.
- When sending the application by post, the application should be sent in a sealed envelope marked “Confidential” at the top and “National Productivity Awards- 2025/26 Public Sector” at the top left.
- Marks will be deducted for institutions that submit incomplete applications.
- In preparing the report, facts should be stated in relation to each criterion, and if there are no facts, leave it blank.
- Applications provided with false information will be rejected.

10. Providing Resources for Institutional Productivity Development

NPS expects to organize the following training opportunities in the future for all institutions applying for the National Productivity Awards Competition, based on institutional needs and requests:

- Training programs
- Consultancy services
- Workplace observations and audits
- Programs for developing productivity handbooks
- Process analysis and workplace simplification
- Work study programs

11. Application Evaluation Process

The evaluation process consists of three main parts.

• Review Phase 1 - Review of submitted applications

In the first stage, all submitted reports are reviewed by a “panel of experts”. In this stage, reports that do not meet the required standards are rejected and **initial marks are given to the remaining reports. Thereafter, institutions that exceed the cut-off score determined are eligible for the on-site inspection, while institutions that fall below the cut-off score are not eligible for the competition.** If the report is incomplete, the National Productivity Secretariat will not take any action to evaluate the progress made by the institution despite the level of progress achieved, so all information must be included in the report. Future work to be done should not be included in the report, only the current situation should be included in the report.

• Review Phase 2 -On-site Evalutaion

Institutions that are qualified for this purpose are subject to on-site evalutaion by a panel of experts and the final score is given thereafter. The awardees will be selected based on these scores and the decision of the National Productivity Awards Competition Advisory Committee headed by the Secretary to the Ministry shall be final.

Note - The cut-off marks for on-site inspection will be determined based on the scores obtained by the institutions applying for the awards in the initial review. The primary objectives of this inspection

are to verify the information mentioned in the application and report and to clarify the issues and matters that arise during the review of the report, **but not to inspect the institutions in full. Hence, there is no obligation to award marks during the on-site inspection for matters not mentioned in the report. Therefore, it must be noted that it is essential to include all the matters that can be presented in the report.**

During the inspection of the institution, an interview with the said team may be conducted and evidence may be presented to confirm the accuracy of the matters mentioned in the report, and the possibility of obtaining marks for last-minute quick developments that are not included in the report will be minimum.

The relevant institutions should take steps to provide the necessary facilities to the panel visiting the institution and should not offer gifts, provide other personal privileges or maintain personal relationships with the members of the panel. Furthermore, it should be strictly ensured that no attempt is made to obtain results through improper means. During the institutional evaluation, the inspection panel primarily conducts interviews and reviews relevant reports and data. Applicants will be allowed to make a short introductory presentation. This presentation should be limited to 20 minutes.

- **Review Phase 3 – Independent Third Party evaluation on employee and client satisfaction**

The score threshold for evaluating employee and client satisfaction is determined based on the scores obtained during the initial review and Review Phase 2 - On-site Inspection. After an independent survey, scores will be assigned for internal staff (employee) and service recipient (client) satisfaction. This evaluation is conducted by an independent survey team from an independent institution, assessing both employee and client satisfaction without prior notice.

After Review Phase 3, is conducted, final scores are assigned and based on these final scores, award winners are selected. The decisions of the advisory committee of the National Productivity Awards Competition, chaired by the Secretary of the Ministry of Industry and Entrepreneurship, are final

12. Complaints / Appeals Regarding the Judgment

Complaints and allegations regarding the National Productivity Awards 26/2025 on-site evaluation will be accepted **only up to 07 days** after the on-site evaluation. If you are not satisfied with the

judgment or have any issues, you should submit them via the online registration platform using the same username and password after on-site evaluation. A committee headed by the Director of the National Productivity Secretariat will consider the complaints received in this regard and take necessary action. **It is emphasized that there is no opportunity to take action on complaints received after 07 days and complaints received after the release of the results.**

13. Announcement of Award Winners

The results will be released in July 2026, and arrangements have been made to hold the National Productivity Awards Ceremony in August.

The National Productivity Secretariat will inform the winning institutions, and **the results will also be published on the official website of the National Productivity Secretariat.** That will be the official result. Results provided by all other means are unofficial results and the National Productivity Secretariat is not responsible for such results and is not obligated to respond to inquiries regarding them. It is emphasized that there is no opportunity to act on complaints and appeals received after the release of the results.

14. Obtaining the Observation Report

After the release of the results of the National Productivity Awards Competition, an observation report prepared in relation to the institutions where the on-site inspection is conducted can be obtained from the National Productivity Secretariat, and the following fees are charged for it.

- **Manufacturing & Service Sector- Rs. 1000.00**

If you need this service provided by us, you can obtain it by making a written request to the Director of the National Productivity Secretariat **before 60 days** after the National Productivity Awards Ceremony.

The relevant payments should be credited to the **Account No. 7040648, of the “Director - National Productivity Secretariat” at Bank of Ceylon, Battaramulla Branch**, and the receipt should be attached to the page obtained from the electronic registration. Please note that money orders or cheques will not be accepted.

15. Post-Award Activities

There are two main post-award activities that we encourage participants to engage in:

15.1 Producing Semi-Annual Self-Evaluation Reports

All participants, regardless of their placement in the competition, are encouraged to conduct a self-evaluation of their organization based on a light criteria format provided by NPS. Submission of this semi-annual report will contribute to the scoring in the next NPA to be held in 2028.

15.2 Attending Best Practice Sharing Conferences

NPA will organize best practice sharing sessions, both physical and online, to share the success stories and best practices of NPA 2025/26 winners. All participants are encouraged to take part in these conferences.

16. Authority

The competition is conducted by the National Productivity Secretariat, the only government agency engaged in promoting productivity in Sri Lanka.

The sole adjudicating authority for the evaluation process and the awarding of the awardees is the Secretary to the Ministry to which the National Productivity Secretariat belongs. He will be advised and recommendations will be given to him by the Advisory Committee of the National Productivity Awards Competition for this purpose.

17. Evaluation Criteria

Number	Criteria	Marks
01	Leadership	110
02	Strategy	80
03	Human Resource	135
04	Management of Stakeholders and Resources	65
05	Digitalization, Automation and Technical Transformation	60
06	Processes, Products and Services	150
07	Results • Institutional Results 200 • Productive Projects 200	400
	Total Marks	1000

18. Annexures

18.1 Barcode Statement

	NATIONAL PRODUCTIVITY AWARDS 2018	
Reg No: ML - 00XX ABC Company (pvt)Ltd		
Divisional Secretariat - Biyagama District - Gampaha		
		
This barcode will be used to track your application throughout the process of evaluation		
Please paste the copy of the payment slip		

Given above is a sample of the page with the registration number and barcode that you will receive after electronic registration. Attach this as the cover page of the report. In addition, do not use any other type of cover page created by you for the cover of the application. Paste a photocopy of the bank receipt of the payment in the relevant place on that page.

18.2 Application - National Productivity Awards 2025/26 - Manufacturing and Service Sector

Section “ A ” -General Information

1. Details

Name and address of the institution (in Sinhala)

) in English)

District Province

Divisional Secretariat Division in which the institution is located

Company Registration Number

Date of Incorporation

2. Name and designation of the Chief Executive Officer/Top Officer

.....

3. Type of Institution (Please mark with a tick ☑)

)If the applicant is a company/branch/division/unit of an organization, please provide details of the main institution)

Limited Public Company

☐

Private Limited Company

☐

Partnership

☐

Sole Proprietorship

☐

Government/Corporation/Statutory Bodies

☐

4. Capacity of the institution applying

- Number of employees
- Share capital
- Turnover for the most recent financial year

5. Give a brief description of the nature of the business and the goods/services.

.....
.....
.....

6. Attach a diagram of the organigramme.

7. Award Category Applied for (Please tick only one category)

Manufacturing Sector

Large Scale	☐	Medium Scale	☐	Small Scale	☐
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Services Sector

Large Scale	☐	Medium Scale	☐	Small Scale	☐
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8. Details of the Coordinator

Name
Designation

Postal Address
Office Telephone Number Fax Number
Mobile Telephone Number
Email Address

9. Certified Declaration of the Chief Executive Officer/ Officer of the Highest-Grade

I hereby certify and declare that all the information provided in this application (in Sections “A” and “B”) is true and correct to the best of my knowledge.

I understand that this application will be reviewed by a panel of experts. I am aware that if my organization is selected for a site inspection, I will have to provide all necessary facilities and provide for a reasonable inspection. I further agree to bear reasonable costs related to the site inspection. I also agree to be bound by the decision of the National Productivity Secretariat and the National Productivity Awards Advisory Board.

Name

Designation

Address

Telephone Number

Date Signature

Form 1 (a) Listing and Description of Sites

All information should be provided separately for each site, except where each site produces identical goods and renders identical services.

Name and address of the workplace	Number of employees	Total turnover	Details of goods/services provided at the workplace

Road map

Please provide a rough map of the roads that can be reached from the nearest major city when you arrive at the establishment from Colombo, including the distance (even if Google Map is provided).

Nearest major city
Distance from there to the institution... km
Distance from Colombo km

01. Leadership

110

1.1	Senior leadership	(Marks 30)
	1.1.1 Presence of Vision, Mission and Values	(Marks04)
	1.1.2 Understanding of the senior management on Vision, Mission, Values and other policies and standards	(Marks05)
	1.1. 3Communication of the vision, mission and values to staff, customers, suppliers and all other stakeholders through leadership methodology by the Senior leadership	(Marks06)
	1.1. 4Understanding of the Employees on vision, mission and values	(Marks05)
	1.1. 5Evaluating the effectiveness of senior leadership	(Marks10)
1.2	Establishment of an effective organization by the senior leadership	(Marks 30)
	1.2.1 Creating a conducive environment to achieve mission, organizational objectives and performance of the organization	(Marks10)
	1.2.2 Preparation of the organizational environment conducive to organizational learning and innovation by the Senior leadership	(Marks1 0)
	1.2.3 Developing the second-tier leadership of the organization	(Marks05)
	1.2.4 Top/middle level managers actively participate in productivity issues	(Marks05)
1.3	Maintenance of a good communication with clients and workforce by the senior leadership	(Marks 20)
	1.3.1 Senior leadership emphasizes the importance of productivity in general and specifically to all employees (discussions, events, use of media and social media)	(Marks05)
	1.3.2 Introducing communication channels to allow to reach the problems, ideas, needs and grievances of the workforce to the senior leadership	(Marks05)
	1.3.3 Communicating important decisions and changes to be made in the organization with employees (workforce)	(Marks05)
	1.3.4 Maintenance of a direct communication between the senior leadership and clients	(Marks05)
1.4	Legal, ethical conduct and social responsibilities	(Marks 30)
	1.4.1 Fulfilling regulatory and legal requirements	(Marks05)
	1.4.2 Investigating, monitoring and responding when ethical conduct is breached	(Marks05)
	1.4.3 Addressing the negative impacts of products, operations and services on society by senior leadership	(Marks05)
	1.4.4 Contribution of the senior leadership to social well-being through social, economic and cultural methodologies	(Marks04)
	1.4.5 Taking action and implementing projects to promote green productivity to	(Marks03)

	protect the environment	
	1.4.6 Taking action to protect natural resources	(Marks03)

02. Strategies

80

2.1	Process of strategy development	)Marks 30)
	2.1.1 Availability of a strategic plan for the institution and obtaining the contribution of all stakeholders in the planning process	(Marks10)
	2.1.2 The existence of a strategic planning process based on innovation	(Marks05)
	2.1.3 Collecting and analyzing data and development information related to the institutional strategic planning process	(Marks05)
	2.1.4 Strategic planning in accordance with future needs and changes	(Marks05)
	2.1.5 The annual action plan has been prepared according to the strategic plan	(Marks05)
2.2	Implementation of strategies	)Marks 30)
	2.2.1 Communicating the strategic plan/corporate action plan to the stakeholders of the organization	(Marks05)
	2.2.2 Ensuring that financial and other resources are available to support the implementation of action plans	(Marks05)
	2.2.3 Planning key workforces to support short-term and long-term strategic objectives and action plans	(Marks05)
	2.2.4 Identify strategic trends and productivity measures and methodologies to measure them at the departmental and individual levels are in place to remedy them.	(Marks10)
	2.2.5 Revising the existing plan when it is necessary to implement a different plan	(Marks02)
	2.2.6 Steps taken to collect and file data and information to measure the performance of the organization	(Marks03)
2.3	2.3 Leadership and Results of Administration	(Marks 15)
	2.3.1 Accountability for the Key results for administration or what are the results for the key measures or indicators of administration ?	(Marks05)
	2.3.2 Results for law and regulation - What are the results related to the legal compliance of the entire organization?	(Marks05)
	2.3.3 Results for Ethical Behaviour - What are the results for the key measures or indicators of ethical behaviour? Is there a violation of ethical behaviour?	(Marks05)
2.4	Results of Strategy Implementation	(Marks 05)
	2.4.1. What are your results for the key measures or indicators of achieving organizational strategies and action plans?	(Marks05)

3.1	Capabilities and capacities of the workforce	)Marks 24)
	3.1.1 Availability of a human resources policy, plan and programme	(Marks05)
	3.1.2 Assessing the skills, competencies and levels of the workforce	(Marks05)
	3.1.3 Availability of a formal methodology for recruiting, employing and retaining members	(Marks05)
	3.1.4 Management of training	(Marks05)
	3.1.5 Preparing the workforce for changes in the organizational structure or service process when necessary	(Marks04)
3.2	Work environment of the workforce	)Marks 20)
	3.2.1 Ensuring that employees in the organization are healthy, safe, secure and has the ability to do their work with easy access	(Marks05)
	3.2.2 Maintaining a quality work environment in the organization	(Marks1 0)
	3.2.3 Providing, improving and maintaining welfare facilities to the staff (Ex. Labour Day and recreational trips)	(Marks05)
3.3	Productivity tools and techniques	(Marks 40)
	3.3.1 Formal training / teaching (lectures, discussion schedules, etc.) conducted at all levels on productivity techniques	(Marks02)
	3.3.2 Formal and informal communication methods on productivity concepts and techniques (posters, sayings, essay competitions, debates, speeches)	(Marks04)
	3.3.3 Organizing a productivity month/week/day annually	(Marks02)
	3.3.4 Awareness and use of techniques such as 5W1H "Basic Ergonomics" "Service Station Design" "Workplace Design" "Kinetic Economy Principles" and similar techniques	(Marks10)
	3.3.5 Existence of a programme for providing staff suggestions/Kaizen suggestions	(Marks04)
	(Provide full details regarding the programme)	(Marks08)
	3.3.6 Availability of Quality Circles, Service Teams, Cross-Functional Teams, Continuous Improvement Teams and having a methodology for evaluating the activities of such staff suggestions" and activities of quality circles	(Marks1 0)
3.4	Participation of the Workforce	(Marks 17)
	3.4.1 Empowering the Workforce	(Marks04)
	3.4.2 Availability of a formal system to measure the satisfaction of the workforce	(Marks02)
	3.4.3 Availability of a procedure for redressing employee grievances and/or a counseling service	(Marks03)
	3.4.4 Availability of a systematic dialogue between workers' councils and trade unions and heads of institutions	(Marks03)
	3.4.5 Compliance shown to labour laws and regulations for employees	(Marks05)
3.5	Workforce and Leadership Development	)Marks 19)
	3.5.1 Having a programme for the personal development of the workforce, managers and leaders	(Marks04)
	3.5.2 Ensuring knowledge transfer of employees who are leaving/retiring through learning and development programmes	(Marks05)
	3.5.3 Having career development opportunities and a formal promotion process for	(Marks05)

	the workforce	
	3.5.4 Encouraging the workforce to adopt productivity enhancement activities and to adopt a productivity/customer-oriented culture in daily life	(Marks05)
3.6	Employee incentive system through total profit derived from productivity growth	)Marks 15)
	3.6.1 Existence of an incentive system to provide employees with a percentage of the total profit from productivity growth	(Marks05)
	3.6.2 How are they measured?	(Marks05)
	3.6.3 Percentage of benefits provided to employees out of the total profit generated through productivity growth in the last 3 years	(Marks05)

04. Stakeholders & Resource Management 65

	4.1.1 Identifying stakeholders related to the organization and taking steps to maintain a good relationship	(Marks05)
	4.1.2 Maintaining a systematic supply chain management	(Marks10)
4.2	Use of strategies focusing on the amount of inputs to reduce costs in the last two years	)Marks 30)
	4.2.1 What are the regular analyses done on input costs?	(Marks05)
	4.2.2 What are the efforts made to reduce labour costs?	(Marks05)
	4.2.3 What are the efforts made to reduce capital costs?	(Marks05)
	4.2.4 What are the efforts made to reduce energy costs?	(Marks05)
	4.2.5 What are the efforts made to reduce material costs?	(Marks05)
	4.2.6 What are the efforts made to reduce general task costs?	(Marks05)
4.3	Knowledge Management	)Marks 20)
	4.3.1 Gathering and sharing knowledge of the staff	(Marks05)
	4.3.2 Sharing knowledge between customers, suppliers and the organization	(Marks05)
	4.3.3 Connecting and collecting data from various sources to create new knowledge	(Marks05)
	4.3.4 Sharing relevant knowledge for innovation	(Marks05)

05. Digitalization, Automation & Technology Transformation 60

5.1	Digitalization	)Marks 20)
	5.1.1 Measures taken for the digitalization of data, information and formats	(Marks04)
	5.1.2 Security measures taken for the security of computer systems during the digitalization of data and information	(Marks05)
	5.1.3 Adoption of new technologies for delivery in an easy-to-use manner to provide the necessary data and information to the staff, suppliers and customers	(Marks03)
	5.1.4 Determining that software and hardware are reliable, secure and easy to use	(Marks02)
	5.1.5 Measures taken to empower employees related to digitalization	(Marks05)

5.2	Automation	)Marks 20)
	5.2.1 Trend for automation of organizational processes	(Marks05)
	5.2.2 Employee contribution to the trend for automation of organizational processes	(Marks05)
	5.2.3 Excellent activities carried out through organizational automation during the last 3 years	(Marks10)
5.3	Technical transformation	(Marks 20)
	5.3.1 Resorting to the use of artificial intelligence (AI)	(Marks05)
	5.3.2 Contribution of Robotic technology for process development	(Marks05)
	5.3.3 Progress achieved in the last 3 years through technical transformation	(Marks10)

06. Processes, Manufacturing & Services

150

6.1	Operational effectiveness	)Marks 45)
	6.1.1 Identification of key activities/supporting activities that contribute to the achievement of organizational objectives	(Marks05)
	6.1.2 Carrying out effective maintenance of equipment and machinery	(Marks10)
	6.1.3 What are the formal internal control systems for inventory control, survey of goods and maintenance of fixed assets?	(Marks05)
	6.1.4 Taking necessary measures to provide supplies with specified standards	(Marks10)
	6.1.5 Determining, analyzing, calculating, and investigating the costs of internal and external failures	(Marks05)
	6.1.6 Taking steps to correct/prevent internal and external failures	(Marks05)
	6.1.7 National and international certifications obtained	(Marks05)
6.2	Current and potential customers	)Marks 30)
	6.2.1 Identifying your customer groups, their key needs and market segments within the last 3 years and the changes/improvements made to your product or service based on that	(Marks10)
	6.2.2 Methods for communicating information and providing provision of support to customers	(Marks05)
	6.2.3 Methods for the customer to obtain information about your products and services	(Marks05)
	6.2.4 Determining customer and market needs for product introductions (offerings) and services	(Marks05)
	6.2.5 What steps have been taken to address risks to products, services and operations?	(Marks05)
6.3	Customer Relationship	(Marks 25)
	6.3.1 Having a system to obtain customer feedback on the use of products and services	(Marks05)

	6.3.2 Measuring, analyzing and remedying customer satisfaction	(Marks10)
	6.3.3 Managing brand image and taking action to improve Actions taken to promote brand image	(Marks10)
6.4	Using strategies to enhance value of products, distribution and service projects	(Marks 50)
	6.4.1 What are the primary efforts taken to increase the target market to a higher segment?	(Marks05)
	6.4.2 What are the efforts taken to improve distribution?	(Marks05)
	6.4.3 What are the efforts taken for adding value to goods and services ?	(Marks10)
	6.4.4 What are the measures taken to improve the quality of products and services?	(Marks10)
	6.4.5 Launch of new products and/or services within the last two years (minimum 2)	(Marks05)
	6.4.6 Have you entered new markets in the last year?	(Marks05)
	6.4.7 Efforts taken to minimize overall costs within the last 3 years	(Marks05)
	6.4.8 Efforts made to take products (goods and services) to foreign markets	(Marks05)

07. Results

400

7.1	Staff results	(Marks 20)
	7.1.1 Creation of new employment opportunities during the last 5 years	(Marks04)
	7.1.2 Results obtained in achieving staff goals and performance and positive trends	(Marks04)
	7.1.3 Current status and positive trends in the results obtained through training programmes and group activities	(Marks04)
	7.1.4 Current status and positive trends in occupational safety and staff satisfaction	(Marks04)
	7.1.5 Current status and positive trends in socio-economic and environmental outcomes	(Marks04)
7.2	Service recipient outcomes	(Marks 20)
	7.2.1 What are the current status and positive trends in the number of service units/ Service recipients?	(Marks04)
	7.2.2 Current status and positive trends in the increase of the quality of products / services	(Marks04)
	7.2.3 Current status and positive trends in customer feedback	(Marks04)
	7.2.4 Mention the improvements made (minimum 3) taking into account of customer opinions	(Marks04)
	7.2.5 Customer satisfaction evaluation by the evaluation committee at the time of inspection of the institution	(Marks04)
7.3	Process results	(Marks 40)
	7.3.1 What is the current status and positive trends in the use of modern technology/information and communication technology?	(Marks08)
	7.3.2 What is the current status and positive trends in stakeholder and	(Marks 08)

	management-related activities?	
	7.3.3 Current status and positive trends in supply chain management	(Marks 08)
	7.3.4 Current status and positive trends in steps taken to reduce input costs	(Marks 08)
	7.3.5 What are the current status and positive trends related to operational effectiveness?	(Marks 08)
7.4	Financial results	(Marks 100)
	Complete and submit the Table I and Table II attached herewith.	(Marks 100)
OR		
	7.4.1 It may be difficult for branches and regional offices of state corporations, boards and statutory bodies established for non-profit purposes to provide the values in Table I and Table II. Such bodies should instead provide answers to each of the criteria as follows.	(Marks 100)
	7.4.1.1 Current status and positive trends in general task expenditure	(Marks 20)
	7.4.1.2 Current status and positive trends in financial progress	(Marks 40)
	7.4.1.3 Current status and positive trends in the effective use of financial resources	(Marks 40)
7.5	Market Sector Results	(Marks 10)
	7.5.1 Your results for the key measures or indicators of market performance in terms of market share	(Marks 05)
	7.5.2 Market Place Results are your results for the key measures or indicators of market performance in terms of market and market share growth	(Marks 05)
7.6	Organizational Achievements	(Marks 10)
	7.6.1 Corporate Awards	(Marks 05)
	7.6.2 Individual Awards	(Marks 05)
7.7	Corporate Improvement / Social Care Projects	(Marks 200)
	For 8 projects with 25 marks each, totaling 200 marks (Annexure 01) (This should include projects and social care projects (CSR) implemented by the institution within the last 2 years using advanced productivity tools (Balanced Scorecard, TPM, TQM, JIT, Six Sigma, Lean Manufacturing, Industrial 4.0, GP).	

INSTITUTIONAL IMPROVEMENT / SOCIAL RESPONSIBILITY PROJECTS

This should include **a project related to energy reduction** and projects and social responsibility projects (CSR) implemented by the institution within the last 2 years using advanced productivity tools (Balanced Scorecard, TPM, TQM, JIT, Six Sigma, Lean Manufacturing, Industrial 4.0, GP)

1. Scope of the project

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2. Reasons for selecting this project

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) Marks03)

3. How this project is planned

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(Marks03)

4. How this project is implemented

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(Marks03)

5. Analysis of results

Short Term Effect

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Long Term Effects) Ethical, environmental and social effects caused by this project(

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)Marks04)

6. Monitoring and control of the project.

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) Marks03)

7. Sustainability of the project

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) Marks02)

8. How do you calculate the overall productivity of your organization?

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(Marks 03)

9. Steps taken for Internal Benchmarking and External Benchmarking of the results and best practices of this project

Internal Benchmarking	External Benchmarking

(Marks 02)

10. Describe how the implemented project is consistent with the medium-term government policy framework and align with the Millennium Development Goals (SDGs).

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(Marks 02)

Table I

Description of Financial & Operational Performance And Staff Strengths
Work Sheet – Do not submit this.
1. Capital Structure

Description	2022/2023	2023/2024	2024/2025
Authorized Capital			
Issued Capital			

2. Turnover (Sales/Revenue)

Description	2022/2023	2023/2024	2024/2025
Gross Turnover			
Net Turnover (After deducting turnover/ value added based taxes)			

3. Value added Information Base

Description	2022/2023	2023/2024	2024/2025
a. Number of Employees (include all full time employee categories including contract and casual employees. Exclude employees on contract base such as security, janitorial etc.)			
b. Total cost of staff (for all categories in a. above, including cost of EPF, ETF, Incentives, Gratuity and Welfare facilities)			
i. Overtime Cost			
ii. Bonus allowances			
c. Depreciation			
d. Net Profits (After Tax)			
e. Interest paid on all borrowings (Borrowings for Investment & Working Capital)			
Description	2022/2023	2023/2024	2024/2025
f. Tax payments to Government (Tax on operating profits, Defense Levies, Goods and Services Tax/Excise duties on manufacture and sales)			

i. Tax on Profits			
ii. Goods and Services Tax /Value Added Tax on Products and Sales			
iii. Excise duties on Products and sales			
iv. Defense Levies			
v. Tariffs			
g. TOTAL VALUE ADDED (b+c+d+e+f)			

4. Book Value of Assets

Assets	2022/2023	2023/2024	2024/2025
a. Fixed Assets			
b. Net Current Assets			
c.Total Assets (a+b)			

5. Value of materials consumed (excluding capital items and fuel)

Description	2022/2023	2023/2024	2024/2025
a. Raw materials (Rs.)			
b. Components Purchased (Rs.)			
c. Consumable (Rs.)			
d. Spares (Rs.)			
e. Total (a+b+c+d)			

6. Value of the energy consumption

Description	2022/2023	2023/2024	2024/2025
a. Fire wood (Rs.)			
b. Furnace oil (Rs.)			
c. Gas (Rs.)			
d. Electricity (Rs.)			
e. Any other fuels (Please specify) (Rs.)			
f. Total (a+b+c+d+e)			

Table II

Productivity Results
Overall Performance Results

1. Labour Productivity Index

Description	2022/2023	2023/2024	2024/2025
Labour Productivity	100		

Use the following formula:

Labour Productivity Index = $\frac{\text{Total Value Added (3g)}}{\text{Number of Employees (3a)}}$

2. Material Productivity Index

Description	2022/2023	2023/2024	2024/2025
Material Productivity	100		

Use the following formula:

Material Productivity Index = $\frac{\text{Total Value Added (3g)}}{\text{Total Material Cost (5e)}}$

3. Energy Productivity Index

Description	2022/2023	2023/2024	2024/2025
Energy Productivity	100		

Use the following formula:

Energy Productivity Index = $\frac{\text{Total Value Added (3g)}}{\text{Total Energy Cost (6f)}}$

4. Capital Productivity Index

Description	2022/2023	2023/2024	2024/2025
Capital Productivity	100		

Use the following formula:

$$\text{Capital Productivity Index} = \frac{\text{Total Value Added (3g)}}{\text{Fixed Assets (4c)}}$$

5. Index

Description	2022/2023	2023/2024	2024/2025
Net profit before tax	100		

Overall Performance Results (For small scale industries only)

Sales

Description	2022/2023	2023/2024	2024/2025
Actual figures data or any other information			

I hereby certify that the above calculations are according to the formula given in Table I and that all figures are true and correct to the best of my knowledge. I am aware that any false information will disqualify the Company from the National Productivity Awards 2020.

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Accountant's Signature

Date

Certification by the Auditors of the Company/Organization

I/We hereby certify that all figures provided above are true and correct to the best of our/my knowledge.

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Auditors' Signature

Date

.....
Name

Table III

QUALITY CIRCLE PROJECTS

1' Name of the Circle :-

Name of the Leader of the Circle :

No. of members :

Names of the members	National Identity Card Numbers

2. Period of the Project: - From : to

3. The project engaged in (or problem solved) :-

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4. Describe the factors that caused selection of the problem as a project of the Circle

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5. Mention the causes identified by analyzing the relevant problem.

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6. Describe the solutions given to the relevant problem.

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7. Indicate the results obtained through the relevant Quality Circle Project. (Use measures /indicators wherever possible)

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8. Describe how the follow-up actions have been done.

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9. පහත Indicate Quality Tools and Techniques used in the following steps.

STEP	HOW THE TOOLS / TECHNIQUES HAVE BEEN USED
Identification of problems	
Prioritization of problems	
Analysis of problems	
Collection of Data	
Generation of Solutions	
Selection of Solutions	
Implementation of Solutions	
Assessment of Projects	

Table 04
KAIZEN PROPOSAL FORM

Name:-
Section:-
Process:.....

BEFORE KAIZEN – The problem identified	
DESCRIPTION	(DIAGRAM)
AFTER KAIZEN	
DESCRIPTION	(DIAGRAM)

Expected Results / Benefits

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Date

Signature