

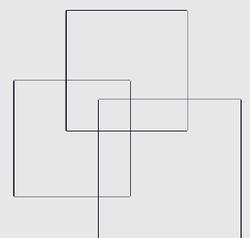


International
Labour
Office
Geneva

WISE +

Work Improvement in Small Enterprises

Trainers' Guide





International
Labour
Office

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Trainer's Guide

Developed and piloted within the ILO/DANIDA project:
**Improving Job Quality in Africa through concerted efforts by Government,
Employers and Workers**

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Work improvement in small enterprises (WISE) Trainers' Guide

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Foreword

Work Improvement in Small Enterprises (*WISE*) is an innovative approach to improving working conditions and productivity in small and medium-sized enterprises around the world. It is not simply a training package, but a process in which entrepreneurs and managers are empowered and supported to address working conditions issues through the identification, sharing and implementation of local and affordable good practices. In the long term, the improvements in working conditions achieved are sustained through the development of supportive networks of local entrepreneurs and trainers who continue to share ideas and practices, motivated by the measurable improvements in productivity that participants experience.

A series of training modules and guides, first published in 1988, form the heart of *WISE*. Until now, these have provided guidance on nine technical areas of working conditions, all of which address the physical organization of the workplace and work processes and simple ways to alter these, so as to improve safety and health and increase productivity. These manuals have been used, adapted and translated into more than ten countries in Africa, Asia and Latin America, evidencing the flexibility and effectiveness of the *WISE* approach.

WISE-R (*More Work Improvement in Small Enterprises*) builds upon this success and is designed to meet the needs identified by *WISE* trainers and entrepreneurs around the world to expand the *WISE* package to include other key dimensions of working conditions. *WISE-R* consists of six new modules and training guides that address not only the physical work environment, but also the more complex day-to-day challenges that entrepreneurs face when handling employee recruitment, management and motivation.

WISE-R is a natural extension of the original *WISE* manuals. It reflects the global recognition that the employees of a business are not only often a significant investment, but that their performance holds the key to the success of the business. *WISE-R* reflects this reality and takes on the issues that are central both to workers' recruitment, retention and motivation, and to maximizing individual productivity in a safe and healthy way: wages, working time, maternity protection, work-family balance, management and motivation, and workplace relations.

As with *WISE*, the suggestions made in *WISE-R* are both practical and low-cost. The focus of these ideas is, in fact, to introduce simple working practices and measures that can make a huge difference to the motivation and the ability of employees to perform their job and, consequently, to the productivity of the business.

The concept of combining *WISE* and *WISE-R* into a *WISE+* package arose in the course of a six-month period of pilot testing carried out in Mozambique and the United Republic of Tanzania in 2009. Following the development of the *WISE-R* modules, a decision was taken to pilot the *WISE* and *WISE-R* training modules in tandem. The implementation phase was carried out with the cooperation and participation of a range of local and national actors, including local entrepreneurs, employers' and workers' organizations, labour inspectorates, ministries of labour, training institutions and others. The feedback received following this exercise has suggested that combining *WISE* and *WISE-R* is an effective and efficient approach.

This *WISE+* binder brings together the *WISE Package for Trainers* (2004) with the new *WISE-R Trainers' Guide*, to create a complete *WISE+ Trainers' Guide*. This binder accompanies the *WISE+* Action Manual, which comprises the original *WISE* and new *WISE-R Action Manuals*.

In the longer term, further work will need to be undertaken to fully integrate the *WISE* and *WISE-R* modules, and their respective guides. This *WISE+* package is thus presented as a prototype, which is ready for use, but will also provide a solid starting point for future work. The ILO would welcome any feedback from *WISE* and *WISE-R* practitioners who will use and adapt *WISE+* to the multiple realities faced by entrepreneurs around the world.

Trainers' Guide to WISE-R Module 5

Family-friendly Measures

1. Objective, duration, approach and tools

Objective	<p>By the end of this session, the participants will be able to analyse family-friendly policies in their company and be motivated to take practical actions to improve those arrangements.</p> <p>Participants will be able to explain:</p> <ul style="list-style-type: none"> • the different types of family-friendly policies and practices; • the benefits of family-friendly measures in terms of employee motivation and performance (productivity), safety and well-being, staff turnover and absenteeism; • why enterprise production and the quality and quantity of products/services can benefit from family-friendly measures; • maternity protection, its importance for the worker's and child's health, and the benefits it can bring to the enterprise.
Duration	<p>Session of 5 hours approximately:</p> <ul style="list-style-type: none"> • Almost 4 hours group discussion/work; • 55 minutes final group work exercise/ action planning. <p>NOTE: Additional time is required for an enterprise visit prior to the training, in order to provide participants with an initial shared experience of looking at family-friendly arrangements and practices in one enterprise, and completing the WISE-R Checklist. The time required for this activity is about one hour plus transportation time to/from the training site.</p>
Outputs	Participants willing and able to introduce and improve the measures and practices in their enterprises to make them more family-friendly.
Methods	Presentations / Small Group Discussions / Role play.
Training Tools	Practical exercises, WISE-R Checklist, slides or transparencies and the WISE-R Action Manual.

2. Session design

Pedagogic strategies:

- Introduce the core idea that family policies are necessarily part of working conditions and can contribute to productivity;
- Identify the different aspects of family responsibilities that impact on workers' ability to carry out their work responsibilities and visa versa;
- Propose practical approaches that participants can use and measures that they can adopt to reduce the clashes between family and work responsibilities;
- Obtain the participants' own ideas from their experience.

3. Division

This session is divided into eleven sub-units: Introduction, rationale, plus presentations on the three principles. More than two and a half hours of the four hours involved is allocated to discussion, group work, and action planning.

Sub-unit	Time available
1. Introduction	10 minutes
2. Why are family responsibilities part of working conditions and why should you introduce family-friendly measures?	30 minutes
3. Making working time work for everyone	15 minutes
4. Family-friendly leave arrangements	30 minutes
5. Make maternity protection a reality: introduction and maternity leave	50 minutes
6. Make maternity protection a reality: health protection	25 minutes
7. Make workplace maternity protection a reality: breastfeeding	25 minutes
8. Helping workers with care arrangements	15 minutes
9. The benefits of creating partnerships	15 minutes
Sub-total:	215 minutes
10. Group Exercise	30 minutes
11. Conclusion and action planning	25 minutes
Total:	270 minutes

4. Preparation for the training session

Read through all the training materials and prepare yourself for potential questions.

Make sure that computer equipment and projectors are available and functioning. If not, print the PowerPoint presentation on transparencies and use an overhead projector. If there are no facilities, prepare flipcharts or handouts in advance.

5. Equipment needed:

- A computer with PowerPoint programme;
- A screen or a white wall;
- Overhead projector;
- Flip chart paper if an overhead projector is not available;
- Transparency pens for each work group;
- Some A4 papers and pens for each participant;
- Some pillows, chairs and cables for the role play.

6. Potential questions and answers

Question 1: What are the advantages and how can I develop an annual leave schedule?

Answer 1: An annual leave schedule is a schedule that provides for the start and end date of the annual leave of all your workers (or of a team of workers). The advantages are that you can plan the absence of the worker, ensuring that the work process can continue normally.

Question 2: How can I avoid abuse of emergency and sick leave?

Answer 2: It is important to have clear rules about the use of this leave. It is also important to request a written proof of the reasons for requesting the leave. This provides a written support for the leave absences and might help you to avoid abuses. Some companies also provide a certain number of unjustified leave (for instance 5 days) that the workers can use. If they know about the limited number they will try to respect it, while if no provisions are provided they might not try to limit the unjustified leave.

Another important factor is to be flexible about working time arrangements. If your workers can adjust their working time (for instance start and finish one hour earlier to accommodate picking up kids from school) you can avoid many unannounced absences. It is important to find the correct balance between being flexible and ensuring that the results of production/quality are respected.

Question 3: My pregnant employees prefer working up to the last moment before giving birth and when they come back to work they prefer working without brakes and go home 2 hours earlier. Shall I authorize this?

Answer 3: If you can provide this flexibility to your employees without jeopardizing your productivity there is no other reason for not allowing this flexibility. Many women work until the last day of their pregnancy without any problems. You could, though, request a note from the doctor indicating that the worker is in good health and that there is no danger in working throughout the last weeks of pregnancy. For leaving earlier, it is important to encourage team work because then colleagues could try to adjust their time schedule to cover for the time that the concerned person leaves earlier. Once that you have made the team responsible as a whole, they will cover for each other when flexibility is needed.

Step-by-step guide to Module 5

1. Introduction (10 minutes)

Key activities	Method	Tools	Time
<p>If this is the first WISE-R Module to be taught, refer to the General <i>Introduction to WISE-R training and briefing on the WISE-R Checklist</i></p>			
<p>Welcome participants and introduce yourself. Invite participants to introduce themselves.</p> <p>Present the title of the unit (slide 1). Describe the training aims and make sure each participant understands them (slides 2 and 3).</p> <p>Underline that the training is about improving the workplace conditions in a way that increases productivity and has a positive effect on the workers' ability to meet family responsibilities. So we are now first analyzing how family responsibilities relate to work responsibilities.</p>	Presentations	Slides 1-3	10 mins

2. Why are family responsibilities part of working conditions and why should you introduce family-friendly measures? (30 minutes)

Key activities	Method	Tools	Time
<p>Explain what family responsibilities are as mentioned on slide 4 and provide some concrete examples.</p> <p>Activity 1: warm-up discussion</p> <p>Ask participants to: <i>Share an experience where your family responsibilities clashed with your work. How did it affect your work? Your family?</i></p> <p>This question is important as it will provide you examples that you can use throughout the presentations.</p> <p>If the participants are not providing examples immediately, give that a personal example you have encountered recently. Afterwards the participants will give their examples.</p>	Group Discussion	Slide 4	15 mins

Key activities	Method	Tools	Time
<p>3. Present slide 5 and explain what a family friendly workplace is.</p> <p>Explain more about <i>WHO</i> has family responsibilities. Ask the participants to raise their hands if they have family responsibilities. If possible ask those who did not raise their hand whether they never had to change a work meeting/activity because of a funeral they had to attend? Explain that this is also part of their family or community responsibilities.</p> <p>After finishing this question present slide 6 indicating that almost everyone has family responsibilities.</p> <p>Then explain <i>WHY family responsibilities are becoming more and more important</i>.</p> <p>In the past, in some countries and industries, most paid work was done by men and their needs/interests were considered first. Now in most countries both women and man are engaged in paid work activities, which complicates sometimes family responsibilities.</p> <p>Secondly, the devastating HIV/AIDS epidemic is destroying family and society structures.</p> <p>Show the balance on slide 6 indicating that most workers are balancing daily their work and family responsibilities.</p> <p>Present slide 7, emphasizing that family-friendly measures are a WIN-WIN business strategy, which can help your employees make this balancing exercise easier and even improving your productivity.</p>	Presentation	Slides 5–7	15 mins

3. PRINCIPLE 1. Making working time work for everyone (15 minutes)

Key activities	Method	Tools	Time
<p>4. Present Principle 1: <i>Making working time work for everyone</i></p> <p>Remind the participants that when you work too many hours or do not have enough rest breaks you become tired and stressed. Consequently you will potentially make more mistakes and accidents.</p>	Presentation and informal discussion	Slide 8	15 mins

Key activities	Method	Tools	Time
<p>Add that, often, people have their best creative ideas during breaks.</p> <p>Explain that some family responsibilities require the presence of the worker at a certain time (for instance bringing and picking up children from school).</p> <p>Therefore an employer being flexible about breaks, starting and ending time of work, allowing workers to bring children to work sometimes, etc. will give workers a way of managing their home responsibilities without interrupting their work.</p> <p>Run through the ideas on slide 8.</p> <p>Stress that consultation of workers is a theme that runs through all WISE modules because it is very important but often forgotten.</p> <p>Encourage a brief discussion on the question: <i>Do you consult regularly with your workers on working conditions? If so, how?</i></p> <p>Remind participants that consulting costs nothing and makes those consulted feel valued and involved in the business. Consulting can save money because people share good ideas and critiques on working practices and policies.</p> <p>More information on flexible time arrangements can be found in the Module on Working Time.</p>			

4. PRINCIPLE 2. Family friendly leave arrangements (30 minutes)

Key activities	Method	Tools	Time
<p>5. Present slide 9 on why clear and fair leave policies are important for your business.</p> <p>Present the benefits on the slide 9 and encourage a brief discussion on how leave could benefit them (personally) and how their workers will benefit in the same way by asking: <i>What do you do during leave from work and does the break have a positive effect on your work performance afterwards?</i></p> <p>Emphasize that workers can make the most of their leave and look forward to it if they can choose it and book it in advance. This also helps businesses to make sure they have the staff they need to meet orders.</p>	<p>Presentation and discussion</p>	<p>Slide 9</p>	<p>10 mins</p>

Key activities	Method	Tools	Time
<p>If the right to leave and how to book it are not clear, it can become a source of unhappiness, appear unfair, or be wasted because it is given too late.</p>			
<p>6. Present the main types of leave on Slide 10.</p> <p>For sick leave - Emphasize that everyone gets sick sometime so it should be planned for by having clear procedures in place.</p> <p>For short emergency leave:</p> <p>Sometimes workers with caring responsibilities need to take a little time off e.g. to take a child to the doctor or dentist, to attend a funeral or to go to a local government office. If there is no right to time off for this, many workers will feel they have to go anyway, and turn up late for work or not at all. This creates a problem for the business.</p> <p>If businesses have an emergency leave policy, the worker can be honest, and just take an hour or two off without problems.</p> <p>Present maternity leave but indicate that it will be dealt with in more detail later.</p> <p>Prompt brief group discussion by asking participants to share opinions on :</p> <p><i>What kind of leave is provided in the law and which others are offered by companies?</i></p> <p>Note the results on the board/flip chart and keep them handy because you will add to them later.</p>	<p>Presentation and group discussion</p>	<p>Slide 10</p>	<p>10 mins</p>
<p>7. Present slide 11.</p> <p>Emphasize the 'what you can do' points, stressing that clarity is important for preventing disputes, planning ahead and reducing worry.</p> <p>Clear information on absence is important for the planning process in the company; therefore it's important for you as employer to provide clear guidelines about leave policies and requirements.</p> <p>Talk about the business arguments for paid leave: Stress that loyal and experienced workers are the most valuable resource an enterprise has and can make the difference between success and failure, so holding on to them is important. Paying workers during leave is a short term cost, but produces long term benefits in performance, loyalty, trust.</p>	<p>Presentation and discussion</p>	<p>Slide 11</p>	<p>10 mins</p>

5. PRINCIPLE 3. Make maternity protection a reality: introduction and maternity leave (50 minutes)

Key activities	Method	Tools	Time
<p>8. Present slide 12 (Section 3: <i>Maternity protection at the workplace</i>) and theKey points participants need to know about pregnancy. Stress that pregnancy is a healthy state and the point of maternity protection is to keep the pregnancy healthy. Then introduce the four areas of action (slide 13).</p> <p>Encourage participants to share experiences. Ask how many of them have children (ask them to raise hands). And some women how they experienced their maternity as active workers.</p> <p>Stress the increased risks that result from the changes, but that they rarely stop women working – small changes to the way work is done may be needed though.</p>	Presentation	Slides 12-13	10 mins
<p>9. Activity 2: Group exercise</p> <p>Ask the participants to divide in groups and come up with 2 measures that entrepreneurs can implement in each of the 4 areas:</p> <ol style="list-style-type: none"> 1. Maternity leave; 2. Employment protection; 3. Health protection for the mother and her child, before and after birth; 4. Arrangements for breastfeeding. <p>Note the results on the board/flip chart and keep them handy because you will add to them later.</p>	Activity	Slide 14	15 mins

Key activities	Method	Tools	Time
<p>10. Maternity leave and employment security</p> <p>Frame maternity leave as one of the types of leave discussed briefly earlier – which arises less often.</p> <p>Refer back to the previous discussion on national provisions for leave and review or further elaborate on maternity and paternity leave.</p> <p>Stress that where laws on maternity protection exist, they set out the bottom line – they describe the minimum that employers do. Employers can do much more. Employers could develop their own policies and practices.</p> <p>It is essential – and most countries have national laws that provide maternity leave and the right to return to the same or equivalent job at the same pay.</p> <p>Present the international standards on maternity leave (slide 15).</p> <p>Stress that in many countries there is not a good social insurance scheme in place so the burden falls on employers. Encourage a brief discussion on national insurance provision or other community safety nets in the country.</p>	<p>Presentation and discussion</p>	<p>Slide 15</p>	<p>20 mins</p>
<p>11. Present slide 16 on what employers can do by stressing that the business will benefit most from introducing good working practices if they are made clear to the workers. Workers can then plan ahead, and appreciate all the benefits and support that the employer offers. Indicate that, even if no pay is provided, the employer is encouraged to provide at least part of the salary of the worker.</p>		<p>Presentation</p>	

6. PRINCIPLE 3. Make maternity protection a reality: health protection (25 minutes)

Key activities	Method	Tools	Time
<p>12. Role play : Health protection</p> <p>Organizing a role play activity can be fun. However, it is important not to trivialize the subject and this can happen if the activity is not carefully handled.</p> <p>2 volunteer participants are fitted with pillows to make their stomach, more or less, the size when 6 – 9 month pregnant.</p> <p>Make sure that the pillows are tightly stropped on (uncomfortable), large and heavy – a pillow is not enough. The volunteers can be asked to perform a series of tasks in front of the group, such as picking things up, tying laces, trying to write at a desk.</p> <p>They can equally be asked to keep the pillows on for a period of time whilst you continue with the training.</p> <p>If handled correctly it can help participants see, in an amusing way, how simple activities become difficult and uncomfortable at an advanced stage of pregnancy.</p> <p>NOTE that:</p> <ul style="list-style-type: none"> • <i>pregnant workers should not do heavy lifting (more than 10 kg);</i> • <i>pregnant workers find it difficult or uncomfortable to hold awkward positions, balance, or do certain twisting and bending movements;</i> • <i>standing for long periods can give pregnant women swollen feet, make walking painful and increase the risk of trips and injuries.</i> <p>Ask them how they felt about the exercise.</p> <p>At the end explain the picture that is on the slide.</p>	<p>Role Play</p>	<p>Slide 17</p>	<p>10 mins</p>

Key activities	Method	Tools	Time
<p>13. Present slides 18 and 19. Stress that, where changes are necessary, the aim of WISE is to help participants to find low-cost or no-cost solutions.</p> <p>Emphasize that dangers and risks can be hidden – particularly when chemicals are present – and the dangers can affect men as well as women. Spend a little time exploring what chemicals participants use and stress that they may forget common things like glue, oil/petrol, cleaning materials, molding plastics, burning waste, etc.</p> <p>Employers sometimes try to rely on safety equipment, such as masks, which may not protect from fumes, are broken/blocked/overused, or workers don't want to use.</p> <p>Stress that employers need to do their best to remove risks but also to consult with workers to explain the risks and agree with them a practical way to protect themselves.</p> <p>Stress that the simple actions that employers take can make the biggest difference and that the risks that pregnant workers face are also generally dangerous for ordinary workers.</p> <p>Remind participants that they will find much more information on safety and health in the WISE training.</p> <p>Prompt a brief discussion by asking, besides what we discussed so far:</p> <p><i>Can you think of any other simple actions you could take?</i></p>	<p>Presentation and brief discussions</p>	<p>Slides 18-19</p>	<p>15 mins</p>

7. PRINCIPLE 3. Make workplace maternity protection a reality: breastfeeding (25 minutes)

Key activities	Method	Tools	Time
<p>14. Arrangements for breastfeeding</p> <p>Present slide 20. Indicate that working women, like others, need to breastfeed their babies for at least 6 months to give them a healthy start (as the WHO recommends). But they may not be able to breastfeed if they are at work and do not have enough time to get to their baby, feed and provide for basic care during the day.</p> <p>Present the World Health Organization’s recommendations on breastfeeding and the guidelines about breastfeeding and HIV.</p> <p>Next present the benefits of breastfeeding for your enterprise.</p> <p>Stress that long term benefits to the health of the child and the mother mean less absences from work.</p>	Presentation	Slide 20	10 mins
<p>15. Continue by presenting slide 21 on what can be done.</p> <p>Stress that giving an extra break is a simple way to encourage breastfeeding. It needs to be understood that babies feed often (every 3 to 5 hours) and breastfeeding is not always easy and demands energy and patience.</p> <p>Emphasize that one of the most important things for breastfeeding is having supportive managers and colleagues so that women feel that it is fine to take the time to breastfeed or express milk.</p> <p>Present the points on HIV in the national context and against the background of the wide spread of HIV. Many families are touched by it. Many women are infected, are caring for family members with AIDS or are widowed by AIDS. They need to work to care for their families, which makes maternity protection more important.</p> <p>Stressing the value and importance of being flexible.</p> <p>Ask the following question to prompt discussion: <i>Do women commonly breastfeed in your community? If so, for how long? Is the picture different if the mother works?</i></p>	Presentation and discussion	Slide 21	15 mins

8. PRINCIPLE 4. Helping workers with care arrangements (15 minutes)

Key activities	Method	Tools	Time
<p>16. Present Section 5: <i>Helping workers with care arrangements</i>.</p> <p>Present slide 22. Stress that leaving your child with someone else is emotionally as well as practically difficult to organize. Trying to find a good person/organization that can care for your child well during the hours that you work can be a nightmare. Any help and understanding an employer gives will be appreciated.</p> <p>Stress that the enterprise will gain most in terms of lifting worker morale and loyalty if they make sure that the help they offer is the help that workers want and need.</p> <p>The best way to work out what employees want is to ask them. Use the question below to prompt a whole group discussion on how participants might consult on this: <i>"What would be the best way to consult with workers on this?"</i></p> <p>Answers might include questionnaires for larger groups or for anonymity, casual meetings at the workplace, break or lunchtime discussions, union meetings.</p>	Presentation and discussion	Slide 22	15 mins

9. PRINCIPLE 5. The benefits of creating partnerships (15 minutes)

Key activities	Method	Tools	Time
<p>17. Present Section 7 on slide 23:</p> <p>Explain that, for an SME, it might be difficult to implement some activities that are important for boosting productivity in the company (for instance some care arrangements) due to the requirement of major investment. Therefore, it might be interesting to establish partnerships with other SMEs to share the costs.</p> <p>You could also contact neighbouring bigger companies, as they might be interested in including your workers in their care facilities as part of their Corporate Social Responsibility Programmes.</p> <p>Next present some ideas for joint activities that are mentioned on the slide.</p>	Presentation and discussion	Slide 23	15 mins

Key activities	Method	Tools	Time
<p>You can have a small discussion on topics such as: <i>What organizations could you partner with in your area?</i></p> <p>Other questions could be used, e.g.: <i>What other partnership activities could work in your community?</i></p> <p>Are you active members of any employers' or entrepreneurs' organization and do you think this would be useful?</p> <p>Remind participants to always consult with their workers to be sure that they support the partnership and know what the partner's role will be and how to relate to the partner.</p>			

10. Final Group Exercise (30 minutes)

Key activities	Method	Tools	Time
<p>18. Final Group work exercise</p> <p>Look at the checklist activity you completed at the beginning of the training then ask participants to break into small groups (5-6 people).</p> <p>This activity can be carried out in 2 ways. If the participants took part in a joint enterprise visit at the beginning, they should complete the activity using the information gained. If no joint visit was possible, they should use the checklists they completed on their own enterprises.</p> <p>The groups can look at each of the completed checklists in turn and follow the activity instructions. Ask participants to identify the following:</p> <ul style="list-style-type: none"> • Three positive examples that you noticed during the initial enterprise visit or from their own enterprise; • Three practical, concrete suggestions for improving family-friendly practices; • One or two suggestions for involving workers in improving family-friendly measures; • The possible impact of the measures you presented. <p>Remind participants that their suggestions should benefit both workers and the enterprise. If there are no concrete ideas for the visited enterprise, participants can think about their own enterprise.</p> <p>Ask the groups to present their suggestions and encourage a discussion</p>	<p>Group Discussion Plenary report</p>	<p>Slide 24</p>	<p>30 mins</p>

11. Conclusion and action planning (25 minutes)

Key activities	Method	Tools	Time
19. Conclusion: Show all of the checkpoints restate the principles and discuss again (slide 25-26). Invite questions and comments (slide 27).	Presentation/ Questions & Answers	Slide 25-27	10 mins
<p>20. Action Planning</p> <p>This should take place at the end of the WISE-R training, whether this includes all or just some of the modules.</p> <p>Remind participants of the WISE-R Checklist exercise done at the beginning of the session, where participants completed the checklist for the enterprise they visited during the training.</p> <p>Explain that the next step is for participants to implement WISE in their own enterprise.</p> <p>Tell them that the first step they will need to take is to complete the checklist exercise for their own enterprise, to identify possible improvements that could be made. From this they will develop an Action Plan: a plan for those things they intend to improve over an agreed period. This should be based on the observations they have made on the WISE-R Checklist and upon active discussions with their managers, supervisors and workers.</p> <p>The Action Plan is a tool that facilitates implementation of the “improvements”. Without a clear Action Plan, managers can forget or be tempted to postpone implementation of some actions. The action plan will ensure a proper follow up of the initial ideas.</p> <p>Explain that WISE-R facilitators will help participants to develop a strong and realistic plan, and will support the participants in implementing it, through a series of meetings, to be agreed with them.</p> <p>It is important that participants agree a date for a first meeting with a facilitator, before leaving the training.</p> <p>Explain that it is crucial to involve as many employees as possible in the development of the action plan. The proposed actions are aimed at improving productivity and the working conditions of the</p>	Presentation	NO SLIDES	10 mins

Key activities	Method	Tools	Time
<p>employees. If employees are involved in the identification of the planned improvements, they are more likely to cooperate in their implementation and to value the results.</p> <p>Mention that the ILO can support the facilitators in their work with participants and offer further advice about the plan and its implementation if needed.</p>			
<p>21. End the session. Thank participants for their attention and active participation.</p>		<p>Slide 28</p>	<p>5 mins</p>

WISE-R Module 5: Family-friendly measures

Checkpoint 37: Consult your workers on their family responsibilities and the difficulties they might have balancing these with workplace demands.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 38: Arrange working hours with workers' family responsibilities in mind.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 39: Consider work sharing and job rotation to allow workers to fill in for each other when someone is absent.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 40: Inform your workers about all of the types of leave that you provide.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 41: Plan ahead for leave, so you avoid stoppages or interruptions that can cause a loss of productivity.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 42: Provide all workers with maternity and paternity leave, and the right to a similar job at the same pay when they return.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		

Checkpoint 43: Carry out a risk assessment (including exposure to chemicals) and discuss it with your workers.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 44: Take action to remove identified risks.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 45: Ensure ready access to safe drinking water and to clean toilets, at any time, without restrictions.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 46: Accommodate or reassign pregnant workers to tasks that do not require continuous standing, uncomfortable movements/postures, heavy physical effort or risk of slipping and falling.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 47: In addition to normal breaks, allow at least one 1-hour break for breastfeeding mothers.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 48: Provide a clean and quiet area for breastfeeding or expressing milk.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		

Checkpoint 49: Help workers get information on mother-to-child transmission of HIV.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 50: Offer practical support to workers with family responsibilities.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 51: Create partnerships so you (and other small businesses) can help workers with care arrangements.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		