

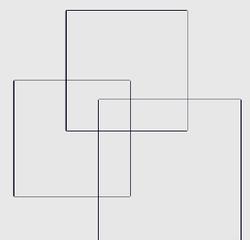


International
Labour
Office
Geneva

WISE +

Work Improvement in Small Enterprises

Trainers' Guide





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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**

Conditions of Work and Employment Programme

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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 6

Create a respectful workplace

1. Objective, duration, approach and tools

Objective:	<p>By the end of this session, the participant will be able to understand the importance of having a respectful environment in their company and be motivated to take practical actions to create this. In particular, they will understand:</p> <ul style="list-style-type: none"> • Participants understand and can explain the impact of the workplace environment on the performance of workers and the productivity of the business. • Participants can mention a number of practical approaches to ensuring respect within the workplace. • Participants have committed themselves to taking practical steps to create a more respectful workplace environment.
Duration:	<p>Session of 4 hours approximately:</p> <ul style="list-style-type: none"> • 3 hours presentation and group discussion/work; • 50 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 training participants with an initial shared experience of looking at workplace organization 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 new or improve existing practices that can contribute to building a respectful workplace.
Methods:	Presentation / Small Group Discussion / Role play.
Training Tools:	Practical exercises, WISE-R Checklist, PowerPoint slides or transparencies, the WISE-R Action Manual.

2. Session design

Background

Pedagogic strategies:

- Introduce the principles for creating a respectful enterprise;
- Identify the benefits of good practices;
- Propose practical actions;
- Obtain the participants' own ideas from their experience.

3. Division

This session is divided into 8 sub-units, including the Introduction plus presentations on the 6 principles. Nearly two hours of the three hours involved are allocated to discussion and group work.

Sub-unit	Time available
1. Introduction	10 minutes
2. What is a respectful environment and why is it important	15 minutes
3. Be aware of all types of harassment	40 minutes
4. Make changes in the workplace to reduce the risk of harassment AND develop a policy for maintaining a respectful work environment	35 minutes
5. Involve your workers in sustaining a respectful work environment AND share and explain your harassment policy with staff	10 minutes
6. Be a positive model	15 minutes
Total technical topics:	125 minutes
7. Final group work	30 minutes
8. Conclusion	20 minutes
General total:	175 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;
- An LCD projector;
- A screen or a white wall;
- Flip chart and paper;
- Transparency pens for each work group, if using an overhead projector;
- Some A4 paper and pens for each participant.

6. Potential questions and answers

The following are potential questions that may be asked by participants in the course of running this session, together with some sample answers. There may be other questions, but most of these can be answered with the help of the WISE-R Action Manual.

Question 1: What is involved in an HIV-AIDS workplace policy, and why is it important?

Answer 1: Discrimination against HIV-positive persons (or even people suspected of carrying the virus) can take many forms. Actions such as screening people for HIV infection, in order to

bar them from work or deny them promotion, or to exclude them from social protection and benefits, all count as AIDS-related discrimination. So do breaches of confidentiality or the refusal to establish alternative workplace arrangements for workers with HIV/AIDS.

An HIV/AIDS workplace policy can contribute to avoiding these discriminations. From a purely business perspective, it is important to remember that HIV/AIDS sufferers are generally perfectly able to work. If you discriminate against them, your company will not have access to this potential workforce.

An HIV/AIDS policy would, typically, plan for providing *information and education programmes* that focus on combating the spread of the epidemic and that aim to foster greater tolerance for workers with HIV/AIDS. This is important because effective education can greatly increase the capacity of workers to protect themselves against HIV infection. Education can also significantly reduce HIV-related anxiety and stigmatization, minimize disruption in the workplace, and bring about attitudinal and behavioural change.

A workplace HIV/AIDS policy can also include *free testing* and the *provision of medicines* for infected persons. However, to be success, results of tests have to be absolutely confidential.

There are many specialized organizations that can help you with the development of an HIV/AIDS workplace policy at no cost to your business, so please contact one of them.

Question 2: My company is not affected by the AIDS epidemic. Do we still need an HIV/AIDS strategy?

Answer 2: All workplaces include people at risk, though some workplaces and occupations operate in an environment that makes the risk of infection greater. Examples of this are mines that employ men and house them away from their families. Workplaces that employ a large number of migrant workers can also fall into this category.

But even if you believe (it is not possible for you to know, of course) that your business is not touched by HIV/AIDS, it is still important to develop an HIV AIDS workplace strategy and you can still play a role in educating workers to reduce the stigma associated with the disease.

Question 3: It is suggested in the training that we designate a person(s) of trust as a focal point(s). Can you provide any further details about that?

Answer 3: People that are being harassed are often very afraid of talking about it to superiors. They often fear they will not be believed or even be punished. It could also be that a superior is involved in the harassment.

Experience has shown that having a focal point (or more than one) is one of the best ways to encourage people to expose harassment. This person can act as a kind of mediator and, where appropriate, try to talk to the perpetrator about his/her acts and indicate the negative effects they are having.

It is important that you have/develop a very trusting relationship with the focal point as she/he will be mediating, often without informing you. You can agree with the focal point that after attempting mediation, if no change of behavior has occurred, the focal point will inform you.

When choosing the focal point it is recommended to look firstly towards female workers (if sexual harassment is occurring, female workers will talk about this more easily to other females). You should, ideally, appoint an older person that other people respect.

The focal point might need some additional training to ensure successful completion of this task.

Step by step guide to Module 6

1. Introduction (10 minutes)

Key activities	Method	Tools	Time
If this is the first WISE-R Module to be taught, refer to the General Introduction to WISE-R training and briefing on the WISE-R Checklist.			
<p>1. Welcome participants and introduce yourself. Invite participants to introduce themselves.</p> <p>Present the title of the unit session (slide 1).</p> <p>Run through the objectives of the training (slide 2).</p> <p>Mention the 6 principles (slide 3) that will be discussed. This outlines the structure and the order of the session.</p>	Presentation	Presentation Slides 1-3	10 mins

2. What is a respectful environment and why is it important (15 minutes)

Key activities	Method	Tools	Time
<p>2. Describe what a respectful workplace is and run through the advantages set out on slide 4.</p> <p>Ask participants: <i>Have you ever thought about respect in the workplace and what does it mean to you?</i></p> <p>Try to draw out from the discussion that this is not just about getting workers to respect the supervisor or boss, but also about ‘superiors’ being respectful to ‘inferior’ workers and about respect between colleagues.</p> <p>The message should be given that all people should respect each other for what they do and for who they are.</p> <p>Discuss the advantages of a respectful workplace (slide 5)</p> <p>It is important to stress the positives. However, to do this you will need to explain the negative impacts that harassment/bullying can have on performance and on the life of the individual.</p>	Presentation	Slides 4 - 5	15 mins

3. Be aware of all types of harassment (40 Minutes)

Key activities	Method	Tools	Time
<p>3. Explain that harassment can take many forms. Though sometimes it looks trivial, it can still have a bad impact on the worker and the worker's performance.</p> <p>Emphasize that it is normally a repeated action. This is what makes it so harmful. The victim does not only have a single bad experience. He/she has the constant worry of when it will happen again.</p> <p>Run through the common features of harassment and talk about power differences. Encourage the group to provide examples of situations where they have felt powerless or that someone has power over them.</p> <p>Run through slide 7 explaining who is most vulnerable to harassment.</p> <p>Provide some examples of harassment. Ask the group to propose other types of 'differences' that can be a factor in bullying. It might help them to think about their school experience for this.</p> <p>Explain different types of isolation (physical isolation in the workplace or no close work colleagues to talk to).</p> <p>Emphasize that bullying rarely stops on its own. Often the bully moves from one victim to another. The original victim may not have told anyone and is just relieved the harassment is over, and so the cycle repeats.</p>	Presentation	Slides 6 - 7	15 mins
<p>4. Exercise 1: Group work</p> <p>Ask participants to divide up into groups.</p> <ul style="list-style-type: none"> • Each group member should be asked to share one experience or real example of harassment. Ideally this should be a workplace example. • The groups should then choose just one of these situations and work together to try to identify why that experience happened. To promote discussion, you could ask them: <p><i>What circumstances do you think increased the chance of this harassment happening?</i></p>	Group work and role play	Slide 8	25 mins

Key activities	Method	Tools	Time
<p>Tell the group to agree on two (or more) volunteers to role play this event in plenary. Another group member should be nominated to give a report to the class on the risk factors that they identified.</p> <p>After the group discussions have finished (allow 15 minutes) each group, in turn, role plays their chosen situation and then reports back to participants.</p>			

4. Make changes in the workplace to reduce the risk of harassment AND develop a policy for maintaining a respectful work environment (35 minutes)

Key activities	Method	Tools	Time
<p>5. Present Principle 2: <i>Make changes in the workplace to reduce the risk of harassment.</i></p> <p>Present Principle 3: <i>Develop a policy for maintaining a respectful work environment.</i></p> <p>Run through the suggestions on slides 9 and 10.</p> <p>Emphasize that risks will vary from one workplace to another. Encourage discussion on the risks participants see in their workplaces.</p> <p>Stress the risk linked to HIV/AIDS discrimination, which can have a major impact on workplace environments.</p> <p>Recommend the participants approach HIV/AIDS prevention like any other safety and health prevention that is part of the workplace (see poster as a good example of one way to approach this).</p> <p>Indicate that the issue of HIV/AIDS is too complicated for many SMEs to tackle alone. Luckily, in most countries, there are organizations (sometimes business associations) specialized in HIV/AIDS issues at the workplace. They often provide free services and can be contacted easily.</p>			

Key activities	Method	Tools	Time
<p>6. Introduce the group work on slide 11.</p> <p>Ask the earlier groups to consider the examples role played by the other groups earlier in the class and talk about:</p> <p><i>What action do you think could have been taken that would have reduced the risk of this happening?</i></p> <p>Groups should then share these suggestions with the whole group. The person who actually experienced this should be asked how they feel about the suggestions.</p>	Group work	Slide 11	20 mins

5. Involve your workers in sustaining a respectful work environment AND share and explain your harassment policy with staff (10 minutes)

Key activities	Method	Tools	Time
<p>7. Present the reasons for consulting workers and the suggested ways of doing this.</p> <p>Emphasize that any workplace policy or action will be more effective if workers feel they have had a role in designing it.</p> <p>Encourage a brief discussion by asking what other ways participants could use to involve workers in their dealings with harassment issues.</p>	Presentation and discussion	Slide 12	10 mins

6. Be a positive model (15 minutes)

Key activities	Method	Tools	Time
<p>8. Present Principle 5: <i>Be a positive model</i> and the suggestions for achieving this.</p> <p>Use the question on the slide to provoke discussion:</p> <p><i>Do you think that this is important? What other behaviour can you model?</i></p> <p>Explain how important it can be to be receptive to complaints. Encourage participants to consider why this is important.</p>	Presentation and discussion	Slide 13	15 mins

7. Final group work (30 minutes)

Key activities	Method	Tools	Time
<p>9. Final group exercise</p> <p>Ask participants to break into small groups (5-6 persons) to identify the following:</p> <ul style="list-style-type: none"> • Two positive examples of respect in the workplace that they noticed during the initial enterprise visit • Two practical, concrete suggestions for improving practices relating to creating a respectful environment • The possible impact of that these practices could have <p>Remind participants that their suggestions should benefit both workers and the enterprise. If they have 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 on the suggestions made by the different groups.</p>	<p>Small Group Discussion</p> <p>Plenary report</p>	Slide 14	30 mins

8. Conclusion (20 minutes)

Key activities	Method	Tools	Time
<p>10. Summarize the session. Show all of the principles discussed again. Invite questions and comments.</p>	Presentation/ Questions and Answers	Slide 15 - 16	5 mins
<p>11. 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. 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</p>	Presentation		15 mins

Key activities	Method	Tools	Time
<p>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 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>			
12. End the session. Thank participants for their attention and active participation.		Slide 17	5 mins

WISE-R Module 6: Create a respectful workplace

Checkpoint 52: Develop (in consultation with your staff) a written policy for promoting a respectful workplace, including a fair procedure to resolve complaints of harassment.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 53: Designate a person or persons trusted by you and your workers to be a focal point for harassment complaints.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 54: Avoid HIV/AIDS discrimination by workers and management, by developing and implementing an HIV/AIDS policy for the workplace.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
Checkpoint 55: Remove all suggestive or provocative photos, posters, and other items from display in the workplace.		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		