BUSINESS TOOLKIT

Instructions for trainers

delivering the ‘Introduction to the Business Toolkit’ training session

THE TRAINING SESSION IS DESIGNED TO BE DELIVERED IN APPROXIMATELY 1 HOUR
01 | Introduction to the Business Toolkit

- The Business Toolkit provides suppliers with practical assistance on how to improve productivity, quality and workforce management: outlining why each issue is important to their business, what they need to do in practice and practical tools to support them as they make improvements, including links to various helpful websites and resources.

- The topics/sections include:
  - Productivity, efficiency, quality
  - Health and Safety
  - Time management / Working hours
  - Worker cooperation and communication (Freedom of Association and Grievances)
  - Workforce management (Wages, Child labour, Forced labour, Discrimination/Harassment, Regular employment)
  - Environment, Business integrity, Land rights

- Every section has a checklist which they can use to self-assess their site and identify where improvements are needed and then there are template action plans at the back of the toolkit, to help them to keep track of actions, responsibilities and progress.

- You can download the toolkit in full or as separate sections here: www.partnerafrica.org/business-toolkit/

02 | Preparation for the training

Preparing yourself:

- The main thing you need to prepare to deliver this training is to ensure that you have read (or at least speed read /gained an overview) of the Business Toolkit, so that you know generally what is in it and how it works, so you can point people to the content there, rather than needing to know all the answers yourself.

- Obviously, you need to be very familiar with the power point presentation and the powerpoint notes. If possible practice the timing, so you know you can get through the content in one hour. Familiarity with the material will enable you to be engaging in the presentation rather than just reading the text from the slides or notes.

Preparing the practicalities:

- You may want to provide a printed version of the toolkit to each attendee, so they can refer to it and take it back with them as a resource for future reference.

- If there is space it would be ideal to have people sitting in small groups around a table, about 5 chairs per table. This generally makes for a more informal and interactive environment, rather than tight rows of chairs in classroom style, which often makes people switch off into passive listening mode.

- You may wish to have an attendee list for people to complete their name, contact details and company, as they arrive.

- It would be worth keeping note of the following:
  - Where you carried out the training and when.
  - How many attendees came and who attended, from which companies.
  - Your impressions of the issues of key concern for the attendees.
  - Any other feedback from the session you feel is relevant.
What is expected from you in this training session?

What is expected from you:

- An enthusiastic and engaging, fast flowing introduction to the Business Toolkit, so that the attendees are keen to use it when they return – to find out more information on the topics mentioned briefly in the training and also to find ways to make improvements appropriate to their site.

- Communicating the key messages:
  - There is a strong business case for making improvements on these topics. This is not an optional extra but absolutely essential to staying strong and sustainable as a business. These issues are not separate to the commercial success of your business, but crucial to it. People are a core and valuable asset for every business and in order to have an efficient, productive business, employees need to work in good conditions. Good working conditions go hand in hand with productivity, quality and efficiency as essential elements of building a sustainable and resilient business. Poor working conditions bring significant business costs and improving in these areas have quantifiable benefits to the business.
  - The Business Toolkit is a useful resource to help you to improve in each area and it is up to you and your team to dive into it in detail and really mine the resources it contains, and make tangible achievements on the topics it addresses.

What is NOT expected from you:

- You are NOT expected to be an expert in tackling these complex issues. It is useful to say upfront that you are not an expert in these issues, you are merely introducing this toolkit so that they can use it to tap into resources and advice. If attendees ask you a question about a particular topic that you don’t know the answer to, or you are not sure about, better to be honest and say you are not an expert but the answers to their questions should be in the toolkit, or in the resources that are linked from there.

- In just one hour it is not possible to go through all the content in detail – the presentation is designed for you to provide a brief introduction to the toolkit so that they know where to look for more detail. You do NOT need to read every word on the slides, especially the ‘expectations’ slides, and also a number of the ‘tools and tips’ slides – you can mention a few key points but tell them to look in the toolkit for the detail.

Timing of training session

- The training course is designed to be delivered in a minimum of one hour. However, if it is possible to use an hour and a half, this will allow you to provide a little space for short times of discussion, which will break up the training and make it more engaging – the opportunities for this are mentioned in the powerpoint notes.

- We would recommend that you ask people to arrive at least 15 minutes before the training starts, as with the limited time it’s very important it starts punctually.

- The session needs to keep moving swiftly, there is only about 1 minute or less per slide.

During the training session

- The next pages of the trainers’ manual give you each slide with the corresponding trainers’ notes, which you can keep with you as you are presenting, as a prompt.
- In your welcome, set some ground rules. All phones on silent – check this now. No checking phones during the session.

The purpose of this presentation is to introduce the toolkit to you, but not to go through the content in detail. It will be up to you to go back to your teams and dive into the toolkit in detail and use it for yourselves.

Just to clarify, I am not an expert in these issues, I am simply presenting the toolkit as a resource, that should be able to answer the questions you have.

The Business Toolkit provides suppliers with practical assistance on how to improve productivity, quality and workforce management: outlining why each issue is important to your business, what you need to do in practice and practical tools to support you as you make improvements, including links to various helpful websites and resources.

Workers who are safe, respected and content are more efficient and productive.

Poor health and safety, long hours etc all result in costs for the business – lower productivity and higher worker turnover.
[You don't need to mention all of the stats, in your preparation, read through all of them and highlight the key ones you think are most important to mention to this audience.]

Health and safety
- Health and safety improvements can result in a return on investment (ROI) of $9 saved for every $1 spent.
- Work-related illness and injury worldwide costs 4% of annual global GDP - $2 trillion.
- 30.4 million working days are lost due to workplace injury or illness per year, in the UK alone.

Workforce management
- Businesses with more effective communication are more than 50% more likely to have employee turnover levels below average.

- The cost of employee turnover is high, the cost to replace each person that leaves can be equal to 30%-150% of that workers' annual salary (for entry and mid-level employees).
- In a survey, 69% of employees said that they would work harder if they were better appreciated and recognised.

Hours
- For each hour people work above 50 hours per week there is a sharp reduction in productivity.
- Also, working more than 50 hours a week is associated with a 61% higher injury rate.

Environment
- Cost savings: A 20% cut in energy usage represents the same bottom line benefit as a 5% increase in sales.
- PepsiCo saved $80 million simply by reducing its water usage by 26%. This was part of the overall cost savings of $600 million through its broader sustainability program, including energy, packaging and waste reduction.

[No notes]

This is one of the ways you can make the toolkit really practical and useful to your specific facility/factory.

You can work together with your colleagues and teams to work through the checklists, seeing where things are already in place and where they are not – and also where they are only partially in place and still need work. This will help you to focus your actions/improvements.

Once you’ve completed the checklists as a team, you can then use the action plan templates that are provided at the back of the toolkit to keep track of progress on actions for each topic, working in partnership with your team and those responsible for each action. This helps you to ensure that improvements and actions are seen through and completed.
You will only have 2-3 minutes to ask this question – not for discussion in groups, just for people to call out their thoughts.

Don’t let the discussion run on for long, unless you have more than an hour for the total training session, in which case you could take a little longer on it.

Their response will also help you to know which slides you can take slightly longer on and which slides you can go through more quickly (for example some countries may not need much mention of Land rights, other countries may need more mention of regular employment or discrimination).

In your own preparation for the session, it would be good to have an idea in your own mind of what you think are the 3-4 issues of highest importance are in the country.

This chapter is split into three key stages: Review, Analyse and Improve.

Review includes – checklists to identify areas for improvement, drawing a process flow diagram and improving metrics and data collection

This gives an understanding of the existing issues, their extent and where they are occurring.
The second step is Analyse.

Analyse includes prioritising where to start and understanding the root causes of the issues ie why the problems are occurring.

The third step is Improve.

Improve includes tools for managing the improvement process and also specific tools and tips to try in different areas, depending on what issues you have identified (eg increasing effectiveness of manpower and machines, and reducing delays and waste).

[No need to list or explain these in detail – simply mentioning these are the different elements in the productivity section]
Whatever improvement you decide to implement, you can use management expert W Edwards Deming’s ‘Plan-Do-Check-Act (PDCA) cycle’ to guide the process of addressing the root causes you have identified, to improve productivity and efficiency.

[No need to read the detail of this text, just mention the main 4 steps in a few words.]

There are detailed guidelines and tools for each of these points in the toolkit.

[Just skim through each of these very briefly, mention the key points in headline – just a signpost to what is in the toolkit, not explaining them in any detail.]

Encourage them to look in the toolkit when they leave, to find practical tools and tips that will help in their particular situation.

There are detailed guidelines and tools for each of these points in the toolkit.

[Just skim through each of these very briefly, mention the key points in headline – just a signpost to what is in the toolkit, not explaining them in any detail.]

Encourage them to look in the toolkit when they leave, to find practical tools and tips that will help in their particular situation.]
The quality section is also broken into the three sections of ‘review, analyse and improve’, as with productivity.

The improve section provides tools for you to use including how to set quality objectives or ‘KPIs’, how to work through solving problems to reduce defects and how to develop a quality assurance culture in your business.

[Emphasise this point – culture and team work, speak through the points on the slide.]

[If time (probably only if you have more than an hour for the total training):

Discussion in small groups – What do they think would practically build this kind of culture? What hinders it or holds it back? 3 minutes.]
• An Asian factory had a high defect rate and wanted to reduce it.
• After further investigation they found that the root causes included a lack of in-line quality check and that workers were unmotivated and unengaged.
• They took a number of actions, including reviewing their quality policies and procedures, increasing quality checks through the process. They involved the workers in the review and improvements, by giving them opportunities to give their ideas and also to be part of the implementation of the improvements. They carried out random quality checks and gave the best performing workers rewards.
• The result was that the defect rate dropped by 50%.

[No need to read out the detail of the text, but just highlight the overall flow and argument of the diagram.]

Work related illness and injury costs the business in lost work days and output ($170 billion a year in the US).

If there’s poor H&S, workers are more likely to leave or be absent and are more likely to give lower productivity and quality, which costs output. (61% of workers said they would work harder for an employer who invested in their health.)

Poor H&S can also result in costly legal action if workers get sick or are injured at work.

[For more detail they can refer to the toolkit.]

[No need to read this out in detail, maybe just mentioning the key words in bold.]

The H&S chapter is divided into these subsections and you can read the full expectations in the toolkit.
In addition to the financial burden of overtime premiums, there are a number of business costs associated with long hours. If workers are tired, they are more likely to make quality mistakes, have lower productivity and more likely to have accidents.

Long hours (over 55hrs per week) are associated with a 61% higher injury rate and one third increase in risk of strokes. It can also lead to increased absenteeism and worker turnover.

Employees struggling with work-life balance are 3 times more likely to consider leaving their job.
CHAPTER 4: TIME MANAGEMENT & PRODUCTIVITY

PRACTICAL TIPS & TOOLS

Overall Approach
- Commitment and framework
- Create awareness that excessive overtime is a problem and leads to business costs
- Build commitment and agreement
- Review and measure
- Assess the current situation – data on hours and impact
- Assess timekeeping methods – accuracy?
- Reduce root causes
- Planning
- Legal requirements built into planning
- Approval of overtime by top management

[This needs to be run through very briefly – just topline, not much extra explanation]

PRACTICAL TIPS & TOOLS

Overall Approach
- Improve, Plan, Take Action and Measure impact
- Establish plan for gradual reduction in overtime hours
- Effective communication and engagement with: employers/employees
- Take actions to address root causes
- Measure impact on hours, pay, productivity, quality, accidents etc

[This needs to be run through very briefly – just topline, not much extra explanation]

[No notes]
This is a good approach to tackling excessive hours in a sustainable way – to improve productivity, quality and human resources and communication in a facility, which reduces the NEED for overtime hours and tackles the root causes.

[More detail on the case study:]

This case study in China involved a number of inputs for the factories from local organisations on improving productivity, quality, HR and communications, over a few years.

These graphs represent the overall averaged results from all the factories participating.

It was possible in a number of factories for productivity to increase (by 30% in one factory), quality to improve, hours to reduce, wages to increase (in one factory the % of workers earning the minimum wage for normal time increased from 40-50% to 95%).

There was also a greater sense of worker engagement, team work and higher motivation in the factories.

(If one of the factories worker turnover reduced from 140% to 10% during the project)

The benefits the factories achieved was variable and depended on how well the management engaged the workers and whether the management was prepared to pass on some of the benefits to the workers in reduced hours and increased wages.

Good workplace communications and cooperation with workers both have a positive impact on a business and can significantly impact the bottom line.

If there is good communication, workers can be more productive and waste less time.

In a survey, 46% of employees said they often receive confusing or unclear instructions, which wasted an estimate of 40 minutes per day, which is the equivalent of 83 employees in a company of 1000 doing nothing every day.

Improved communication can increase workers’ morale and commitment, resulting in lower turnover and absenteeism and higher productivity.

Workers are also a valuable source of innovation, since they have day to day experience of production and can spot inefficiencies and suggest solutions and improvements, which is why it’s important to give opportunities for workers to make suggestions and to act on them where appropriate.

[If time: Allow just 2-5 minutes for discussion in pairs. No time for feedback to whole group.]

If you only have one hour for the whole training, and you are running short on time (ie less than half an hour left at this stage)

You may wish to skip this discussion. If you think you do have time remember to just keep it short.

If you have more than 1 hour for the training, you can allow people 5 minutes discussion and a few minutes for feedback to the group.]
There are lots of different types of workplace communication and cooperation. Here are a few that are explained further in the toolkit.

It is worth reviewing as a team when you return, which of these you use already, how well it’s working, whether it could be more effective and what else you could try.

[No need to read out the detail of the content of this slide, no time for discussion as a group on this, unless you have more than an hour for the training.]

[No need to describe in detail, just mention these as resources and tools available in the toolkit]

[Worth emphasising this – it’s the essential baseline of all effective cooperation with the workforce.]
[Again, no need to read the expectations word for word, just mention the topline elements]

[No need to take time to discuss the situation, just note that there are situations to think about and discuss in the toolkit]

[No need to read every word, just an overview]
[No need to read all the content, just signposting that there are these tools and resources in the toolkit.]

Brief description of the business case for good workforce management – just a few sentences.

Paying decent wages results in increased job satisfaction, worker morale and loyalty, which means reduced turnover and absenteeism and improved productivity and performance. It also improves a business’ reputation and recruitment opportunities.
CHAPTER 6.1: WAGES & BENEFITS

THE EXPECTATIONS

- Strive to provide workers with a pay and benefits package that supports an adequate standard of living.
- Wages and benefits shall be equal or superior to the applicable minimum legal and regulatory requirements.
- Encourage workers with opportunities to develop their skills and capabilities and, where possible, provide opportunities for advancement.

[again no need to read word for word, just highlight the topline points]

CHAPTER 6.1: WAGES & BENEFITS

TACKLING TOUGH SITUATIONS

What do you notice?

There is a difference in your workplace between what men and women are paid for the same position and also a difference between local and foreign workers’ pay levels. There is also a woman who is injured and she is paid less.

The manager says it is because the value/potential of their work is not the same.

[No need to read out or discuss in detail, just signpost to toolkit for ‘tough situations’ to be discussed with their team]

CHAPTER 6.2: CHILD LABOUR & YOUNG WORKERS

THE EXPECTATIONS

- Prohibit the employment and exploitation of children within their operations and matched engage in or support the use of child labour (as defined by the International Labour Organization).
- Young people under 10 are not to be employed at night or in hazardous occupations.
- No child shall be involved in the manufacture, packaging, marketing, distribution or sale of alcoholic products.
- Young people under 16 can work in apprenticeship schemes, if in line with ILO and law.

[No notes]
What do we do if we actually find Child Labour?
- Essential they are not just downloaded
- Protection for the child is most important consideration
- Compensate for loss of income, commitment for remediation
- Ensure child can access education until they are employment age
- Further policies provided

[No need to read out the detail of the content of this slide
Just focus on mentioning the ‘what do we do if we actually find child labour’ points on the left, run through this briefly.

No need to read the text on the right, just mention this as a signpost to the sorts of tips and tools and resources that are available in the toolkit, including how to write a child labour policy.]

[again no need to read word for word, just highlight the topline points]

The Expectations
- No forced or compulsory labour
- All workers must be compensated
- The use of prison labor or involuntary labour in industry forbidden
- Workers must not be required to remit identity papers, passports, or work permits as a condition of employment
- Workers must not be required to lodge recruitment fees (indenture)
- Workers must be allowed to leave the work premises at will
- Prevent the trafficking of persons, including smuggling or facilitating the travel of another person with a view to that person being exploited

[No need to read out the detail of the content of this slide
Just mention the main headings as a signpost to the sorts of tips and tools and resources that are available in the toolkit.]
The level to which you talk through this slide depends on the time you have left at this stage.
[Run through the three ideas for activities, very briefly.]

The level to which you talk through this slide depends on the time you have left at this stage]

[No notes]

[No need to read out the detail of the content of this slide]

Just mention this as a signpost to the sorts of tips and tools and resources that are available in the toolkit.]
There are some big opportunities to reduce business costs by reducing waste, water use and energy use.

PepsiCo saved $80 mill by reducing its water usage by 26%, which was part of its wider programme that saved a total of $600 mill through reducing water and energy use, packaging and waste.

There are detailed tools and tips for increasing energy efficiency in the toolkit, including…
PRACTICAL TIPS & TOOLS

WASTE MANAGEMENT
- Waste minimization
- Re-use and recycle
- Recovery
- Waste processing
- Treatment and disposal

WATER MANAGEMENT
- Water review to quantify use
- Reduce flow
- Water saving devices and fixtures
- Recycle and reuse water
- Educate employees

THE EXPECTATIONS
- Must adhere to the highest standards of business integrity and ethics, including by avoiding bribery, corruption, facilitation payments, and conflicts of interest.
- Not to engage in corruption such as bribery or any form of improper or unlawful payment under any circumstances including financial fraud, money laundering, facilitation payments, or extortion.
- Must avoid violations of applicable sanctions, export control, and anti-bribery laws.
- Committed to the promotion of fair and free competition and abide by all applicable anti-trust and competition laws.
If land rights issues aren’t handled adequately and appropriately, it can result in significant costs for a business including court cases, adverse media attention and production delays.
WHAT THIS MEANS IN PRACTICE

What does FPC mean?
- FREE from force, intimidation, coercion, or pressure by anyone
- PRIOR - consent has been sufficiently sought in advance of any authorization or commencement of any project. (enough time to consider and make decisions)
- INFORMED - community must be given all the relevant information to make its decision about whether to agree to the project or not
- CONSENT - indigenous communities must be allowed to say “yes” or “no” to the project (according to the decision making process of their choice)

Key steps include:
1. Identifying appropriate decision-making institutions
2. Identifying local communities affected by decision making
3. A central assessment of local contexts and existing land uses and claims
4. Developing a process for seeking and obtaining consent
5. Integrating FPC within project design, involving local people in negotiations
6. Monitoring what has been agreed in implementation
7. Verifying consent
8. Developing a grievance process

IN CONCLUSION

Use the Toolkit in partnership with your team back at your facility.
Available online to download as a whole and in separate chapters: https://www.earthright.org/business-toolkit/
Give us your feedback on that page.

In reviewing this training:
What was most helpful for you personally?
What are you going to apply when you get back?