



Partner
Africa

AIM-PROGRESS



| 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.



03 | 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.

04 | 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.

05 | 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.





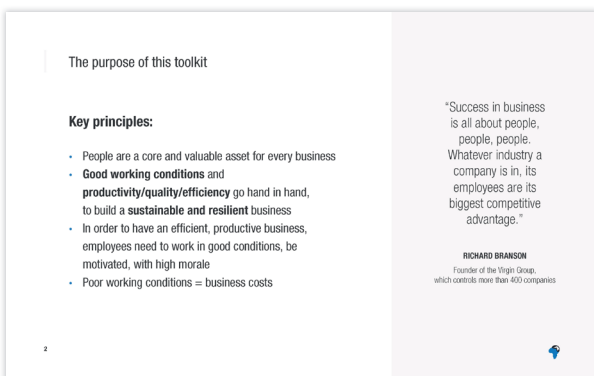
- In your welcome, set some ground rules. All phones on silent – check this now. No checking phones during the session

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



Typical Issues | How they affect the bottom line

<p>HEALTH & SAFETY</p> <p>SAVINGS \$1 SPENT = \$9 SAVED</p> <p>COSTS = \$2 trillion (4% global GDP)</p> <p>30.4 MILLION working days are lost (per year, UK)</p>	<p>WORKFORCE MANAGEMENT</p> <p>LOWER TURNOVER more effective communication = 50% MORE LIKELY to have below average employee turnover levels</p> <p>Cost of employee turnover = 30%- 150% of the workers' annual salary</p> <p>MORE PRODUCTIVITY 69% of employees say they'd work harder if they were better appreciated and recognised.</p>
<p>ENVIRONMENT</p> <p>COST SAVINGS 20% less energy = 5% increase in sales</p> <p>PEPSICO SAVED \$80 MILLION by reducing its water usage by 26%. (Part of the overall cost savings of \$600million through broader sustainability programme)</p>	<p>LONG HOURS</p> <p>Lower productivity and MORE INJURIES</p> <p>Sharp reduction in productivity (after 50 hours per week) and 61% HIGHER INJURY RATE</p>

[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 \$80million simply by reducing its water usage by 26%. This was part of the overall cost savings of \$600million through its broader sustainability program, including energy, packaging and waste reduction.

[NB: If people ask for references, full references are given in the toolkit]

The purpose of this toolkit

Expect to find:

- Practical assistance on improving productivity, quality and workforce management
- Focused on production suppliers
- Chapters available separately for download

Each chapter covers some or all of the following:

- WHY IS IT IMPORTANT TO YOUR BUSINESS?
- CASE STUDIES
- THE EXPECTATIONS
- PRACTICAL TIPS AND TOOLS
- WHAT THIS MEANS IN PRACTICE
- TACKLING TOUGH SITUATIONS

[No notes]

What this means in practice | Checklists & Action Plan Templates

CHECKLISTS

For each chapter there is a self assessment tool, to identify where action is needed.

ACTION PLAN TEMPLATES

To agree, assign, implement, keep track and follow up on needed actions.

i Action Plan Templates can be found at the back of the Toolkit to keep track of actions for each chapter/topic in consultation with team.

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.



Brainstorm

Of these chapters:

- Which are the most prevalent/important issues for this country and region?
- Which issues have you made progress on?

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.

CHAPTER 1: PRODUCTIVITY & EFFICIENCY

- Productivity = producing more goods with the same inputs (focus is on output)
- Efficiency = producing the same goods using fewer resources (focus is on input)
- Not a one off goal but an ongoing way of doing business to stay competitive, be sustainable and grow.
- Engrained throughout organisation

[No notes]

CHAPTER 1: PRODUCTIVITY & EFFICIENCY

PRODUCTIVITY CHAPTER OVERVIEW

REVIEW

- Find out where you are at now
- What are the areas for improvement?

- CHECKLISTS**
USE THE CHECKLISTS
Identify key areas for improvement
- PROCESS**
DRAW A PROCESS FLOW DIAGRAM
Use this diagram to identify where in your process there is room for improvement
- MEASURE**
METRICS AND DATA COLLECTION
Improve data collection to better understand the current situation

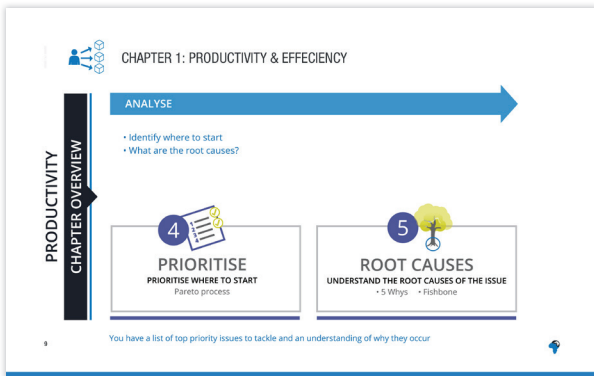
A clear understanding of existing issues, their extent and where they are occurring

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

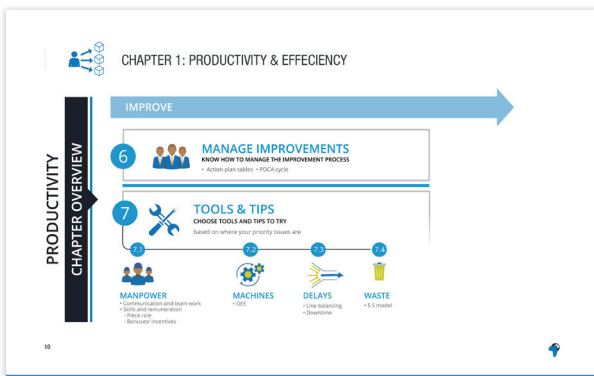
This gives an understanding of the existing issues, their extent and where they are occurring.





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]



CHAPTER 1: PRODUCTIVITY & EFFICIENCY

IMPROVE: MANAGING CONTINUOUS IMPROVEMENT
Plan-Do-Check-Act (PDCA) Cycle

1 PLAN
Identify your problems

- Understand the current situation
 - Checklists, process flow, data
- Select an issue to tackle
 - What's priority?
 - Root causes?
- Work with a team
 - Brainstorm possible solutions
 - Use toolkit tips and tools
- Agree to a plan
 - Timeliness targets
 - Responsibilities

2 DO
Test potential solutions

- Implement solutions on a trial/small scale

3 CHECK
Study results

- How is the new solution performing?
- Monitor and measure
- Feedback from workers
- Refine solution

4 ACT
Implement the best solution

- Make changes to improve solution
 - If it's working – make it permanent and extend it to other areas, where appropriate

ONCE SUCCESSFULLY IMPLEMENTED, RETURN TO PLAN STAGE TO TACKLE ANOTHER ISSUE

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.]

CHAPTER 1: PRODUCTIVITY & EFFICIENCY

IMPROVE: ✂ TOOLS & TIPS

7.1 MANPOWER
How do we increase the productivity of our workforce?

- Communications and team work
 - Daily production meetings
 - Visual management techniques
- How do we incentivise?
 - Piece rate – how to calculate it and set it up
 - Bonuses and incentives

7.2 MACHINES
How do we measure and increase the efficiency of our machines?

- Overall equipment effectiveness (OEE) measure

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.]

CHAPTER 1: PRODUCTIVITY & EFFICIENCY

IMPROVE: ✂ TOOLS & TIPS

7.3 DELAYS
How do we minimise delays?

- Line balancing – levelling workload across processes, to reduce waiting.
 - Critical path analysis
 - Rearranging production flow?
- Downtime
 - What is it costing us?
 - How do we practically reduce it?

7.4 WASTE
How do we reduce waste?

- 5S Model (Sort, Set in order, Sweep, Standardise, Sustain)

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.]



CHAPTER 2: QUALITY OF PRODUCT

- Quality chapter - Very similar process to the productivity chapter (Review, Analyse, Improve)

Quality issues and solutions can also be broken down into the 5Ms:

- Methods (processes and systems)
- Manpower/people (workers/team)
- Machines (machinery, tools, equipment, facilities)
- Materials (inputs for production, raw materials, packaging)
- Measure (measuring productivity, quality, time, costs)



[Again, just a summary of the elements of the quality section, no need to list in detail]

CHAPTER 2: QUALITY OF PRODUCT

REVIEW → ANALYSE → IMPROVE

Use the tools provided to manage the improvement process.
To improve quality you will need to address all four improvement areas.

6

- 6.1 Quality objectives
- 6.2 Quality Control / Assurance
- 6.3 Problem solving to reduce defects
- 6.4 QA culture and teamwork



The quality section is also broken into the three sections of 'review, analyse and improve', as with productivity.

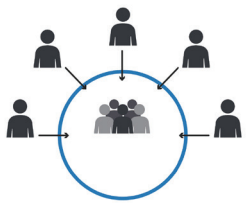
The improve section provides tools for you to use including how to set quality objectives or 'KPIs', how to work through solving problems to reduce defects and how to develop a quality assurance culture in your business.

CHAPTER 2: QUALITY OF PRODUCT

IMPROVE: ✂ TOOLS & TIPS

Quality Assurance Culture & Team Work

- Using mistakes to learn – rather than a blame culture
- All employees encouraged and empowered to **identify, solve and prevent issues**
- Workers free to speak up – **suggestions** taken seriously
- Regular meetings to receive suggestions



[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.]



CHAPTER 2: QUALITY OF PRODUCT

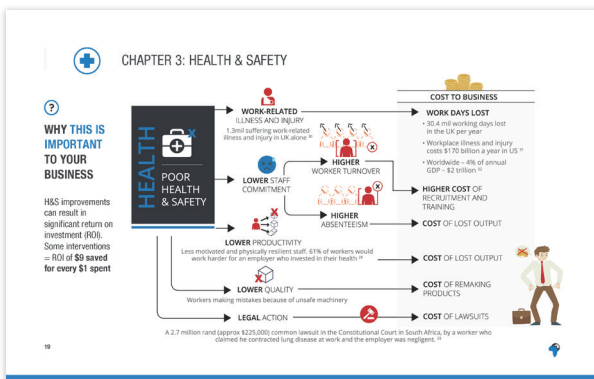
IMPROVE: ✂ TOOLS & TIPS

CASE STUDY:
Involving workers in problem solving

- Asian factory – high defect rate
- Root cause = no in-line quality check, workers unmotivated/unengaged
- Actions:
 - Reviewed quality policy and procedures
 - Increased quality checks
 - Involved workers in review and improvements (ideas and implementation)
 - Random checks and rewards for best workers

RESULT: Defect rate dropped 50%

- 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 bill 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.]

CHAPTER 3: HEALTH & SAFETY

THE EXPECTATIONS

Safe and healthy working conditions must be provided to everyone working in our supply chain.

At minimum meet local and national law

- Personal Protective Equipment provided according to job/tasks
- Safety procedures and training programmes for workers
- Assess, identify and control potential hazards and risks
- Identify hazardous chemicals and proper provisions for handling and disposal
- Emergency preparedness: including evacuation plans, training, fire detection systems and emergency exit doors
- Worker accommodation: clean, safe and meet the basic needs
- Facilities: constructed and maintained in accordance with laws/regulations and separated from production areas.

"Strive to prevent all accidents, injuries and occupational illnesses within operations through management leadership and employee involvement"

[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.



CHAPTER 3: HEALTH & SAFETY

PRACTICAL TIPS & TOOLS

- Fire Safety
 - risk assessment
- Fire fighting equipment
 - types of fire extinguishers and use
- Health and safety committees
 - template meeting note/agenda
- Chemical Safety
 - sources for Material Safety Data Sheets (MSDS)

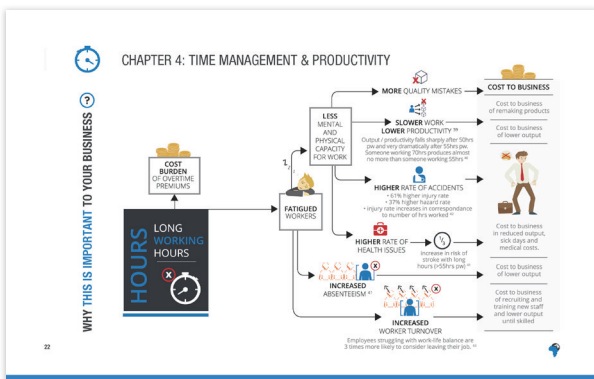
HOW TO USE A FIRE EXTINGUISHER

REMEMBER THE PHRASE
P A S S

PULL AIM SQUEEZE SWEEP



[Just mention this briefly – a summary of what practical tools and tips are provided, they must look at the toolkit for more details.]



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

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

THE EXPECTATIONS

"Business Partners must respect the need for workers to have a balance between work and leisure"

- Working hours and overtime shall comply with applicable laws and regulations.
 - Overtime paid at a premium
 - Maximum working hours in accordance with law
 - Rest periods and breaks in accordance with law
- All workers will receive at least one continuous 24-hour rest period during a seven day work period (unless the law requires more).

Working overtime should be seen as the exception, not the norm.

[Again, no need to read the expectations out word for word, just topline, they can read the detail in the toolkit]



CHAPTER 4: TIME MANAGEMENT & PRODUCTIVITY

PRACTICAL TIPS & TOOLS

Overall Approach

- Commitment and teamwork
 - 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?
- Analyse: 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]

CHAPTER 4: TIME MANAGEMENT & PRODUCTIVITY

PRACTICAL TIPS & TOOLS

Overall Approach

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



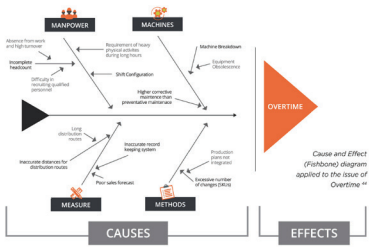
[This needs to be run through very briefly – just topline, not much extra explanation]

CHAPTER 4: TIME MANAGEMENT & PRODUCTIVITY

PRACTICAL TIPS & TOOLS

Root Causes

The toolkit provides practical tools to help identify and tackle the root causes of long hours in your facility/business including the 'fishbone diagram'



[No notes]



CHAPTER 4: TIME MANAGEMENT & PRODUCTIVITY

PRACTICAL TIPS & TOOLS

Improving productivity, quality, human resources and communications

- Reducing the NEED for overtime hours
- Tackling the causes
- In combination with gradual reduction in overtime and giving more rest days

Reducing Overtime in China – case study

- Various factories, in partnership with purchasing companies and local experts
- Coordinated by Impact Limited
- Inputs on productivity, quality, HR and comms
- Reduced hours and turnover, increased wages

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.

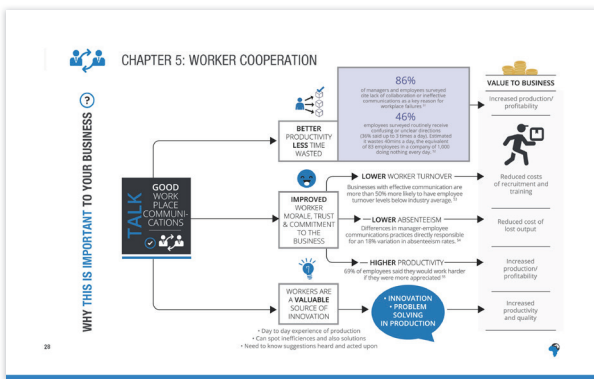
It was possible in a number of factories for productivity to increase (by 30% in one factory), quality to improve, hours to reduce, wages to increase (in one factory the % of workers

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.

(In 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.

CHAPTER 5: WORKER COOPERATION

WHY THIS IS IMPORTANT TO YOUR BUSINESS

A poll from Gallup showed 70% of US employees are NOT ENGAGED at work. That's a high figure!

Discuss with the person next to you:

- What do you honestly think the percentage would be in your business?
- What impact would it have if a higher proportion of your workforce was fully engaged?
- What could be done to increase that engagement?

[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.]



CHAPTER 5: WORKER COOPERATION

PRACTICAL TIPS & TOOLS

Types of workplace communication and cooperation – formal & informal

- Visual information sharing**
 - Info, instructions and warnings made visual
- Two-way communication**
 - Opportunities for discussion and questions
 - Joint problem solving and decision making
- Information sharing**
 - Notice boards, newsletters announcements
 - Employee suggestion schemes
- Teamwork and cross functional collaboration**
- Consultation and Consultative Committee**
- Dispute/grievance resolution**
- Negotiation and bargaining**
- Line/cell team meeting**
 - 10 mins at beginning of day/shift
 - Review
 - Problem solve
 - Communicate targets
 - Facilitate workers' contribution

- What already exists?
- Is it working well?
- How could it be more effective?
- What else could we try?

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.]

CHAPTER 5: WORKER COOPERATION

PRACTICAL TIPS & TOOLS

- Agenda for daily production meeting
- Process for implementing a 'task team'
- Worker engagement survey
 - suggested questions
 - process

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

CHAPTER 5: WORKER COOPERATION

PRACTICAL TIPS & TOOLS

Effective communication and cooperation

- Leadership mentality and style
- Workers are a valuable source of innovation, identifying problems and potential solutions
- Welcome problems as opportunities for improvement
 - increase all employees' confidence and capacity to identify and solve problems
- Eliminate 'blame culture'
 - Instead of asking 'who's to blame', ask 'why did the problem occur' (process)
 - 95% of problems in an organisation are process/systems driven – only 5% due to people issues
 - If you react with anger/blame when there's a problem, issues will be hidden and go unresolved


[Worth emphasising this – it's the essential baseline of all effective cooperation with the workforce.]



CHAPTER 5.2: FREEDOM OF ASSOCIATION

THE EXPECTATIONS

- Must support **the right of all workers to choose whether to form or join lawful trade unions and other organizations of their choice**, and to bargain collectively in support of their mutual interests
- **No discrimination** against workers that choose (or do not choose) to form or join trade unions
- In countries and/or situations where legal system prohibits/severely restricts the right of freedom of association: **support the establishment of alternative means to facilitate the effective representation of workers' interests** and communication between workers and management



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[Again, no need to read the expectations word for word, just mention the topline elements]

CHAPTER 6: FREEDOM OF ASSOCIATION

TACKLING TOUGH SITUATIONS

What do you notice?

As you review working hours records you start to notice a trend. It seems that union supporters are often assigned to the less desirable shifts.

The toolkit provides examples of tough situations in each area for you to discuss with your team – how would you handle it?

- PAUSE
- THINK
- WHAT NEXT


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

CHAPTER 5.3: GRIEVANCE PROCEDURES

THE EXPECTATIONS

- **Systems in place to enable anonymous grievance reporting** by workers and external individuals
- **Ensure workers know how to use** the grievance mechanism and understand process
- Issues should be **dealt with in a timely manner**
- **Policy prohibiting retaliation** against workers and other stakeholders who lodge good faith grievances or concerns.
- If there's reasonable evidence of an issue that violates the standards, it should be reported
- Some AIM Progress companies have their own grievance reporting systems



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[No need to read every word, just an overview]



CHAPTER 5.3: GRIEVANCE PROCEDURES

PRACTICAL TIPS & TOOLS

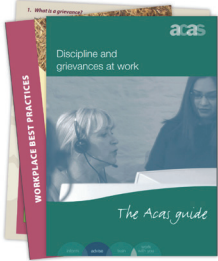
Setting up an effective grievance procedure

- outline of process

- Confidential, policies and procedures, communication, training, handling issues raised.
- Small businesses – suggestions and grievances box
- Larger sites – hotline number

Links to resources and documents

- Including sample template 'grievance form' and 'notice of formal grievance meeting' etc



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

CHAPTER 6: WORKFORCE MANAGEMENT

Good workforce management

- increased worker motivation and commitment
- lower employee turnover
- higher skill retention
- lower recruitment costs
- higher productivity

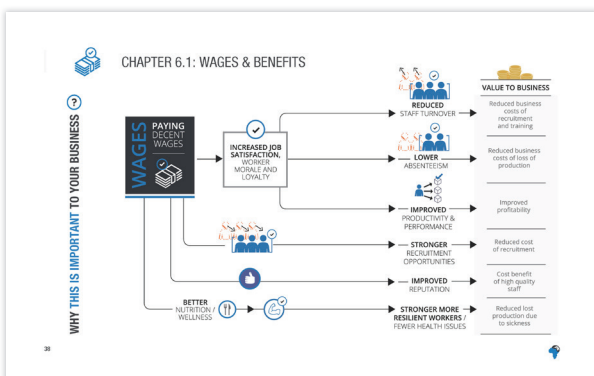
This chapter is broken down into:

- WAGES & BENEFITS
- CHILD LABOUR & YOUNG WORKERS
- FORCED LABOUR
- DISCRIMINATION & HARASSMENT
- REGULAR EMPLOYMENT

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[Overview of the sections within this chapter, no need to read them all out

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.
- Encouraged to provide 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 job role and also a difference between local and foreign workers' pay levels. There is also a worker who is injured and he is paid less. The manager says it's because the value/output of their work is not the same.

The toolkit provides examples of tough situations in each area for you to discuss with your team – how would you handle it?

PAUSE

THINK

WHAT NEXT

[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 must not engage in or support the use of child labour (as defined by the International Labour Organization)
- **Young people under 18 are not to be employed at night or in hazardous conditions**
- Must not be involved in the manufacture, packaging, marketing, distribution or sale of alcohol products.
- Young people under 18 can work in apprentice schemes, if in line with ILO and law

[No notes]



CHAPTER 6.2: CHILD LABOUR & YOUNG WORKERS

PRACTICAL TIPS & TOOLS

What do we do if we actually find Child Labour?

- Essential they are not just dismissed
- 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 advice provided

Other tips and tools provided include:

The challenges of getting meaningful evidence of age

How do we develop a Child Labour Policy? What does it need to include?

Other resources:
Eliminating and preventing Child labour – app for smartphones (from the ILO)
The Child Labour Toolkit (Save the Children Denmark)

[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.]

CHAPTER 6.3: FORCED LABOUR

THE EXPECTATIONS

- No forced or compulsory labour.
- All work must be conducted on a **voluntary basis**.
- The use of prison labor or indentured or bonded labor is strictly forbidden.
- Workers must not be required to relinquish **identity papers**, passports, or work permits as a condition of employment.
- Workers must not be required to lodge recruitment fees (**deposits**).
- Workers are **free to withdraw from the employment relationship** with reasonable notice.
- Workers must be **allowed to leave the work premises** offshift.
- Prohibit the trafficking of persons, including arranging or facilitating the travel of another person with a view to that person being exploited.

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

CHAPTER 6.3: FORCED LABOUR


PRACTICAL TIPS & TOOLS


- Loans
 - Avoiding debt-bondage
 - Writing a policy on loans
 - Loans agreed in writing
 - Setting maximum limits
 - Have a plan for repayment
- Recruitment agencies
 - How do we ensure there is no forced labour in contract labour?
- Tips on how to spot potential coercion & human trafficking

[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.]




 CHAPTER 6.4: DISCRIMINATION & HARASSMENT


 THE EXPECTATIONS


Discrimination:

- **Prohibit all forms of discrimination** based on, but not limited to, race, religion, culture, gender, age, political opinion, national extraction, social origin, pregnancy and maternity, sexual orientation or any other arbitrary means.
- Hiring and employment decisions, made solely on the basis of the skill, ability, and performance of workers.


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


 CHAPTER 6.4: DISCRIMINATION & HARASSMENT


 THE EXPECTATIONS

<p>Harassment:</p> <ul style="list-style-type: none"> • All forms of physical, verbal, and written harassment are prohibited. • No corporal punishment • No disciplinary-related deductions from workers' pay. 	<p>Security:</p> <p>Any security measures in place:</p> <ul style="list-style-type: none"> • must not harm the safety or security of local community members and other third parties • must not undermine respect for the human rights of workers and third parties • must not use force
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[again no need to read word for word, just highlight the topline points]

 CHAPTER 6.4: DISCRIMINATION & HARASSMENT

 PRACTICAL TIPS & TOOLS


Training on Discrimination & Harassment


- **Basic training**
 - Develop a policy
 - Train on why it's important
 - What the policy says (what's acceptable and unacceptable behaviour and how issues will be resolved)
- **Go a step further to bring real change**
 - **Mapping the issues** (What are the most common situations and what needs to change? Are the management leading by example?)
 - **Changing mindsets/thinking** (Interactive exercises and role plays to challenge the thinking that leads to discrimination and harassment)

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



 CHAPTER 6.4: DISCRIMINATION & HARASSMENT


 PRACTICAL TIPS & TOOLS


Changing Mindsets

- The toolkit suggests some interactive exercises to shift the thinking that leads to discrimination & harassment
- Seeing each other
 - Small groups with different ages, genders, races, religions, work 'level'.
 - Pairs discuss eg. favourite foods, sports teams, how many siblings, what they enjoyed as a child.
 - Telling a story of a significant life changing situation.
 - Introduce their pair to the group using the information gathered.
- Finding commonality
 - Moving around the room to find someone of a different level, gender, race etc but who shares the same: hometown, number of siblings, favourite sports team, month of birth etc.
- Role play
 - Fictional situations of harassment/discrimination – act out.
 - Discuss how situation should be handled.

[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]


 CHAPTER 6.5: REGULAR EMPLOYMENT


 THE EXPECTATIONS

- To every extent possible, work performed should be on the basis of a recognised employment relationship established through national law and practice
- Every effort should be made to ensure employment is continuous, where possible.

It is recognised that temporary/contract labour is necessary in some businesses but it shouldn't be used excessively, to avoid the legal requirements of regular employment.

[No notes]

 CHAPTER 6.5: REGULAR EMPLOYMENT

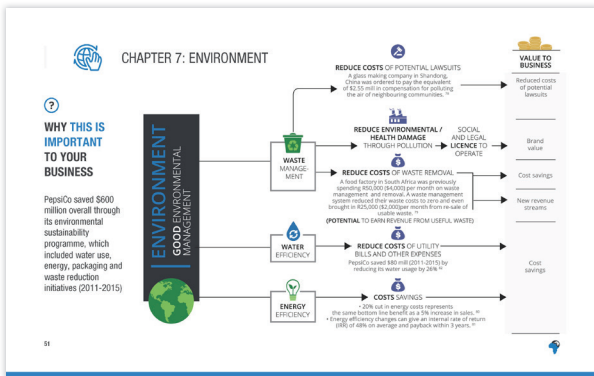
 PRACTICAL TIPS & TOOLS

- Examining the use of temporary and contract workers
 - Understanding the full situation
 - What are the drivers?
 - Can things be improved internally to reduce the need?
- Labour employment agencies
 - Building a relationship of trust
 - Ensuring workers are paid properly, have contracts, payslips and don't have to pay deposits
 - Sample 'Service agreement' provided

[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 \$600mill through reducing water and energy use, packaging and waste.

CHAPTER 7: ENVIRONMENT

THE EXPECTATIONS

- Must observe all applicable laws and regulations concerning the environment and ensure the protection of the natural environment
- through integrating environmental management practices into operational and training systems
- ENERGY: Measure energy usage and commit to reducing it** both in manufacturing operations and transporting products
- WATER: Measure and commit to reduce** water usage and discharge
- WASTE: Measure and commit to reduce** the production of non-hazardous solid waste. Maintain a list of hazardous and non-hazardous substances, and establish procedures for the safe handling, transporting, and disposing of waste with international, national or local regulations.

[No need to read out every word, just highlight the 3 areas of requirements: energy, water and waste – measure and reduce each.]

CHAPTER 7: ENVIRONMENT

PRACTICAL TIPS & TOOLS

ENERGY EFFICIENCY

- Energy walk – note maintenance issues and opportunities to save energy
- Review heating, cooling and lighting
- Factory equipment efficiency and use
- Raise awareness
- Assign responsibility

There are detailed tools and tips for increasing energy efficiency in the toolkit, including...



CHAPTER 7: ENVIRONMENT

PRACTICAL TIPS & TOOLS

WASTE MANAGEMENT

- Waste minimisation
- Re-use and recycle
- Recovery
- Waste processing
- Treatment and disposal




[No notes]

CHAPTER 7: ENVIRONMENT

PRACTICAL TIPS & TOOLS

WATER MANAGEMENT

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



[No notes]

CHAPTER 8: BUSINESS INTEGRITY

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.
- Comply with all applicable sanctions, export control, and anti-boycott laws.
- Committed to the principles of lawful and free competition and abide by all applicable anti-trust and competition laws.



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



CHAPTER 8: BUSINESS INTEGRITY

WHAT THIS MEANS IN PRACTICE

- "A bribe is the offer or receipt of anything of value or other, where there is an intention of improperly influencing a business decision or to encourage someone to do something which is dishonest, illegal or a breach of trust."
- "Corruption is the abuse of entrusted power for private gain"
- Bribery is not just cash in exchange for preferential treatment or opportunities.

These are also prohibited:

- lavish travel and hospitality given by business partners/ suppliers
- anything of value (including gifts or entertainment) with the intention to improperly influencing a business decision or obtaining undue advantage
- political contributions
- hiring relatives of government employees or people you wish to positively influence

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

CHAPTER 8: BUSINESS INTEGRITY

PRACTICAL TIPS & TOOLS

- **Training to tackle bribery and corruption**
 - Topics to discuss with senior staff
 - what is acceptable and what is not?
 - Very clear policy well communicated
 - Role-play how employees should respond if they are asked for (or offered) a bribe

How can we set up a whistle-blowing system?

[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.]

CHAPTER 9: LAND RIGHTS

WHY THIS IS IMPORTANT TO YOUR BUSINESS

A study evaluating the cost of insecure land tenure estimated that social conflict could increase operating costs as much as 29 times over a normal baseline scenario.

FAILURE TO ADEQUATELY ADDRESS 'FREE PRIOR INFORMED CONSENT' (FPIC)

Diagram illustrating the flow from failure to address FPIC to various costs to business:

- FAILURE TO ADEQUATELY ADDRESS 'FREE PRIOR INFORMED CONSENT' (FPIC) leads to:
 - COURT CASES¹⁰ → Legal costs
 - ADVOCACY CAMPAIGNS AND ADVERSE MEDIA AND PUBLIC ATTENTION¹¹ → DAMAGE TO BRAND¹² → Loss of sales; → GREATER DIFFICULTY IN FUTURE PROJECTS
 - PRODUCTION DELAYS → Productivity losses
 - POTENTIAL PROJECT STOPPAGES → Productivity losses
 - REDUCED ACCESS TO CRITICAL INFRASTRUCTURE OR ROAD BLOCKAGES → DELAYED PROJECTS → Productivity losses
 - SIGNIFICANT COSTLY SENIOR MANAGEMENT TIME → Cost of senior management time

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.



CHAPTER 9: LAND RIGHTS

WHAT THIS MEANS IN PRACTICE

What does FPIC mean?

- **FREE** from force, intimidation, coercion, or pressure by anyone
- **PRIOR** - consent has been sufficiently sought in advance of any authorisation or commencement of any project. (enough time to consider and make decision)
- **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)



[No need to read the content in detail but signpost the fact that there are tools, steps to take and advice in the toolkit. This section will be more relevant to some companies and regions than others]

CHAPTER 9: LAND RIGHTS


WHAT THIS MEANS IN PRACTICE

Key steps include:

1. Identifying **appropriate decision-making institutions** (local communities select own decision bodies)
2. A careful **assessment of local contexts** and existing land uses and claims
3. Developing a **process for seeking and obtaining consent** and integrating FPIC within project design, involving local people in negotiations
4. **Monitoring** what has been agreed in implementation
5. **Verifying** consent
6. Developing a **grievance process**

[No need to read the content in detail but signpost the fact that there are tools, steps to take and advice in the toolkit. This section will be more relevant to some companies and regions than others]

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.partnerafrica.org/business-toolkit/>

Give us your feedback on that page.

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

[Ask for feedback on these questions from the whole group, if there is time.]



