

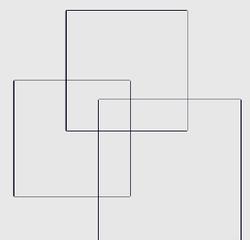


International  
Labour  
Office  
Geneva

# WISE +

## Work Improvement in Small Enterprises

### Trainers' Guide





International  
Labour  
Office

# WISE +

---

## 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

Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorization, on condition that the source is indicated. For rights of reproduction or translation, application should be made to ILO Publications (Rights and Permissions), International Labour Office, CH-1211 Geneva 22, Switzerland, or by email: [pubdroit@ilo.org](mailto:pubdroit@ilo.org). The International Labour Office welcomes such applications.

Libraries, institutions and other users registered with reproduction rights organizations may make copies in accordance with the licences issued to them for this purpose. Visit [www.ifrro.org](http://www.ifrro.org) to find the reproduction rights organization in your country.

ILO

*Work improvement in small enterprises (WISE) Trainers' Guide*

Geneva, International Labour Office, 2009

ISBN 978-92-2-122908-7 (print)

ISBN 978-92-2-122909-4 (web pdf)

The designations employed in ILO publications, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the International Labour Office of the opinions expressed in them.

Reference to names of firms and commercial products and processes does not imply their endorsement by the International Labour Office, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

ILO publications and electronic products can be obtained through major booksellers or ILO local offices in many countries, or direct from ILO Publications, International Labour Office, CH-1211 Geneva 22, Switzerland. Catalogues or lists of new publications are available free of charge from the above address, or by email: [pubvente@ilo.org](mailto:pubvente@ilo.org)

Visit our website: [www.ilo.org/publns](http://www.ilo.org/publns)

---

# 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.

---

# Training Guide to WISE-R Module 4

## Managing Wages and Benefits

---

### 1. Objective, duration, approach and tools

<b>Objective:</b>	<p>By the end of this session, participants will be able to analyze wage and benefit practices in their company, and be motivated to take practical actions to improve those arrangements.</p> <p>Participants will understand:</p> <ul style="list-style-type: none"> <li>• Different types of pay and benefits and their link to worker and business performance;</li> <li>• The steps they can take in order to develop and implement transparent wage practices;</li> <li>• 3) How to adjust and manage their wage practices to attract and retain the best workers.</li> </ul>
<b>Duration:</b>	<p>Session of a maximum of 260 minutes – 4 and half hours (excluding enterprise visit):</p> <ul style="list-style-type: none"> <li>• 200 minutes (less than 4 hours) presentation and group discussion;</li> <li>• 60 minutes group work exercise and conclusions.</li> </ul> <p><b>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.</b></p>
<b>Outputs:</b>	Participants willing and able to improve the wages and benefits arrangements in their enterprises
<b>Methods:</b>	Presentations / Group Discussions / Role play.
<b>Training Tools:</b>	Practical exercises, WISE-R Checklist, PowerPoint slides or transparencies and the WISE-R Action Manual.

### 2. Session design

Pedagogic strategies:

- Introduce core ideas relating to the design of wages and benefits in an enterprise;
- Identify the essential role that well designed wages and benefits play in attracting, motivating, and retaining workers;
- Propose practical approaches that participants can use to improve the design and administration of the wages and benefit packages they offer;
- Obtain the participants’ own ideas based on their experience.

### 3. Division

This session is divided into 10 sub-units, including exercises and the conclusion, and will take around 4 and half hours, if all activities and discussions are included.

Sub-unit	Time available
1. Introduction	15 minutes
2. What we mean by wages: employers' and workers' views	20 minutes
3. How to create a clear job structure	30 minutes
4. How to choose the right wage settings	25 minutes
5. Some ways to link work done to wages AND the importance of keeping wages at the right level	15 minutes
6. Encourage workers with incentives and benefits	45 minutes
7. Create a transparent wage payment system	25 minutes
8. The importance and benefits of communicating wage policies	10 minutes
<b>Total Technical topics</b>	<b>200 minutes</b>
9. Group Discussion/Practical Exercises	30 minutes
10. Conclusion	30 minutes
<b>Total</b>	<b>260 minutes</b>

### 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 paper and note paper;
- Transparency and pens for each work group;
- Some A4 papers and pens for each participant;
- Copies of Annex 1.

## 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 sample answers. There may be other questions, but most of them will be relatively easy to answer by studying the WISE-R Action Manual.

**Question 1: Why do two workers doing the same job sometimes get paid a different salary and how can this be justified?**

**Answer 1:** This is a common situation and can create envy and frustrations at the workplace. Sometimes this salary difference is due to the number of years of service in the enterprise, where a worker is being rewarded for his/her loyalty. In other cases it can be due to family circumstances where, for instance, some workers get an extra benefit for each child they are responsible for.

Another explanation can be that one worker has more experience and/or training that the company can benefit from. A company can also decide to provide a higher wage for a certain level of education or specific experience that is valuable to the company.

The most important issue is that the companies have a clear and transparent wage structure (and pay points). If the company has this in place, workers will understand the differences in salaries and be motivated to be more productive and loyal and develop their skills so they can also get increased benefits.

**Question 2: My employees ask for advances on their salaries and often request a short term emergency loan. It would take a lot of time for me to organize and manage this. Should I do it?**

**Answer 2:** This is a very common request in most SMEs. In fact, advances can be managed fairly easily with good record keeping. It is best to record advances made (and reductions made later to 'repay' the advance) on the pay slip. In this way, everyone is clear what is happening.

For loans, there are 2 options:

1. Establish a partnership with a local bank so that the bank can provide loans on favourable conditions to your workers, and you can provide some guarantee to the bank. The advantage of this is that you avoid the administrative burden of managing loans, which is not your core business.
2. If it is impossible to establish a partnership with a local bank, you might consider providing a loan 'service' for your workers on an exceptional basis (for instance, to deal with emergencies). However, before you introduce this benefit, be careful to write clear instructions and criteria for the loans and discuss these in advance with your employees. If this is not done, some workers could feel unfairly treated, when other employees receive a loan and they do not.

**Question 3: Workers demand annual wage increases that are much higher than the minimum legal increase. As my SME cannot support additional expenses, I provide them only with the legal minimum, and my workers view this as a lack of goodwill on my part. How can I avoid this problem?**

**Answer 3:** This is also a common problem for SMEs.

Looking at this from the employee's perspective, you need to remember that the prices that workers pay for things are always going up and the legal minimum wage can be slow to catch up with these rises. Also, often the legal minimum is very low and really does not enable workers to meet their daily needs, particularly if they have extra expenditures, perhaps relating to sickness in the family.

However, from your perspective as an entrepreneur, you have to make sure that your business remains viable.

To ensure that your employees understand the true financial situation in the company, you should provide your workers with regular updates on business performance. Some basic financial figures would help them to understand the difficult situation of your company.

If they can see that a bigger wage increase would lead the company to losses and would endanger their jobs, they may be more likely to accept your decision. At the same time, they might have ideas that can help you to increase productivity, so that a higher wage increase is possible.

Another option that many companies already apply is to provide employees with “profit shares”. This means that, when the company makes an extra profit, the workers receive part of it, usually at year end after closing the books. This can motivate workers to improve their productivity but, again, such schemes have to be managed in a careful and transparent way.

### Annex 1: Job-scoring table for exercise one

Job factors	Score range	Job of cook	Job of waiter/ waitress
<b>Education level</b> needed to do the job (school attendance to age 16, until 18, or completion of higher education)	0 - 20		
<b>Skills, experience</b> needed to do the job (0 to 1 year, 2- 5 years, 6+ years)	0-30		
<b>Effort:</b> Mental, physical or emotional	0-20		
<b>Level of responsibility</b> (e.g. for staff or processes, for confidentiality, e.g. payroll department employee, or equipment e.g. maintaining and fixing office equipment)	0-50		
<b>Consequence of errors</b> (on finance, customers or production)	0-50		
<b>Working conditions</b> (e.g. exposure to oil and dust, frequent interruptions by telephone and in person, moderate and constant exposure to noise)	0-30		
<b>Total</b>			

## Step by step guide to Module 4

### 1. Introduction (15 minutes)

Key activities	Method	Tools	Time
<p><b>If this is the first WISE-R Module to be taught, refer to the General <i>Introduction to WISE-R training and briefing on the WISE-R Checklist</i>.</b></p>			
<p>1. Welcome participants, introduce yourself, and invite participants to introduce themselves.</p> <p>Present the title of the unit (slide 1).</p> <p>Describe the objectives (slide 2). Ensure that each participant understands the objectives.</p> <p>Introduce the 9 Principles on slide 3, explaining them briefly as necessary.</p>	Presentation	Slides 1-3	15 mins

### 2. What we mean by wages: employers' and workers' views (20 minutes)

Key activities	Method	Tools	Time
<p>2. Present slide 4, on the definition of wages, and then ask:</p> <p><i>How do you pay your workers and what are the common local practices for this e.g. giving rice + money.</i></p> <p>The responses to this will give you some practical examples, which you can use when giving examples later.</p> <p>Ask participants about what they know and understand about local/national laws – (You may wish to add a slide on this, providing some brief facts).</p>	Presentation	Slide 4	5 mins
	Discussion		5 mins
<p>3. Present slide 5 and explain why wages and benefits are important for productivity.</p> <p>Present the points on slide 6 and emphasize that workers and employers have different points of view on salaries.</p> <p>Stress the importance of being clear, fair, and consistent, when you decide what amount you will pay your employees.</p>	Presentation	Slides 5-6	10 mins

Key activities	Method	Tools	Time
<p>Explain why clarity is important and how it contributes to trust and loyalty. That, it helps to maintain good worker-employer relations and to avoid building tension.</p> <p>Talk about the importance of Principle 1: Understand both points of view.</p> <p>Emphasize that consulting together can help both workers and employers understand each other and the business.</p>			

### 3. How to create a clear job structure (30 minutes)

Key activities	Method	Tools	Time
<p>4. Start this session with a small group discussion in which participants exchange their experiences on the basis of the questions below. They will then give feedback to the whole group.</p> <p>Write the questions on a flip chart so it is easier for participants to follow/understand them.</p> <p>Questions:  <i>What factors do you use to help you to choose the best person for the job?</i>  <i>How do you avoid being influenced by other things, such as family ties, religion, sex or disability?</i></p> <p>Encourage participants to reflect on their personal experiences as candidates, as well as employers.</p> <p>Emphasize that being objective will produce the best result for the business and the candidate.</p> <p>Mention Principle 2: <i>Create a clear job structure,</i></p> <p>This is the best starting point for objective decisions on job appointments and pay. Present the 4 important steps to creating a fair job structure as indicated on slide 9.</p> <p><b>Discuss the first step: Find out who does what (create an organizational chart).</b></p> <p>Use a flip chart to draw a basic organizational chart – use one of the participants' enterprises as an example.</p>	Discussion	Slides 7-10	10 mins

Key activities	Method	Tools	Time
<p><b>Introduce the second step: preparing a comprehensive job description for each job.</b></p> <p>An example of a job description can be found on slide 10. Mention that this subject is also discussed in WISE-R Module 2 on Managing and Motivating Workers.</p>			
<p>5. Move on to the next step, next step: <b>Create a list of job factors that you can use to compare and rank all jobs in your enterprise.</b></p> <p><b>Remind participants that this involves comparing the skills the jobs involve and their importance to the participant's business.</b></p> <p>On slide 11 you will find an example of a job ranking exercise involving a secretary and a guard. Run through this table, explaining to participants the factors that should be considered, how they are weighted and scored. But emphasize that the scoring must relate to their business.</p> <p>For example, if they run a high quality jewelry shop, the security guard/driver may score more than one that sits at the door of a small (low value) enterprise.</p>	Presentation	Slide 11	5 mins
<p>6. <b>Exercise 1: Job scoring</b></p> <p>Distribute a printed copy of <b>Annex 1</b> before beginning this exercise.</p> <p>Ask participants to work in pairs or small groups, to score the jobs of cook and waiter/waitress using the comparative table in the Annex. Refer to the copy of the table on slide 12 to clarify the task.</p> <p>Discuss with participants what additional information they would need (in reality) to make a more accurate assessment, emphasizing that you should normally use a job description and be aware of all of the circumstances, not just use the job title.</p> <p>Discuss the different groups' score sheets in plenary and talk about why there are differences between the groups. Encourage participants to distinguish objective from subjective criteria.</p>	Group writing activity	Slide 12	15 mins

Key activities	Method	Tools	Time
<p>Provoke discussion on objectivity by asking questions such as:</p> <p><i>How would the score change if these jobs change if they are normally held by men or women?</i></p> <p>The correct answer is 'not at all', as this does not change the job.</p> <p>Indicate again that it is important to use objective factors and sub-factors to rank jobs. This will help participants to value jobs in a fair way that is not affected by irrelevant matters or by characteristics being overlooked.</p>			

#### 4. How to choose the right wage settings (25 minutes)

Key activities	Method	Tools	Time
<p>7. Present the 'Principles for wage setting' on slide 13 and stress the fact that an employer should not pay any worker less than the legal minimum wage.</p> <p>Encourage group discussion on the sources of information on wage practices and levels that participants find most useful in their locality or industry.</p>	Presentation	Slide 13	10 mins
<p>Explain to participants that once they have created a clear job structure, they can develop a wage structure.</p> <p><b>The first thing is to develop the "Pay Levels".</b> This means that participants have to give every job a pay range (with a minimum and a maximum). Emphasize that having a range is important, so that all workers can see that they have the chance to improve their pay as time goes on, even if they stay in the same job. This can be very important for staff motivation and retention, as well as recruitment.</p> <p>Make sure that the idea of overlapping pay grades is understood by using examples of jobs done in participants' enterprises.</p>	Presentation	Slides 14 -15	15 mins

Key activities	Method	Tools	Time
<p>Ask the participants for examples of what could be “milestones” or criteria that they could use to justify awarding pay points. Examples could include the numbers of years working at the company, the completion of a training programme, etc.</p> <p>Indicate the importance of being transparent about the pay points to avoid misunderstandings and emphasize that consultation with workers or their representative is very important.</p>			

**5. Some ways to link work done to wages and keeping wages at the right level (15 minutes)**

Key activities	Method	Tools	Time
<p>8. Present slide 16, which introduces Principle 5: <i>Different ways of linking work and pay.</i></p> <p>Explain the pros and cons of the 3 ‘pay’ modalities presented.</p> <p>Ask participants to imagine they are employers (if they are not!) and to say which method they would favour. Count the votes for each of the three modalities and write the results on a flip chart.</p> <p>Next, ask them to imagine they are employees, and ask the same question. Count the votes again and discuss the difference between the perspective of the employer and the employee.</p> <p>Emphasize that the choice of how pay and work are linked is open to the employer, but that it is important to understand how that choice affects the employee’s performance. Consultation is recommended as the best way to understand this.</p>	Presentation	Slide 16	5 mins

Key activities	Method	Tools	Time
<p>9. Present slides 17 on Principle 6: <i>Adjust wages as the cost of living changes.</i></p> <p>Encourage a discussion aimed at identifying local or common practices with the question: <i>What will happen if you don't review wages regularly?</i></p> <p>Stress the benefits of worker consultation and the importance of sharing information about the business, so workers can understand the employer's point of view.</p> <p>Use this as an opportunity to emphasize the demotivating effect that losing experienced staff can have on those who remain. Stress the benefit of having regular reviews of wages, rather than waiting until employees are unhappy or complain.</p>	Small Group Discussion	Slide 17	10 mins

## 6. Encourage workers with incentives and benefits (45 minutes)

Key activities	Method	Tools	Time
<p>10. Present Principle 7: <i>Encourage workers with incentives and benefits</i>, presented on slide 18.</p> <p>Once again, make the link between pay (incentives etc.), motivation and productivity.</p> <p>Stress the importance of giving all workers feedback about their performance and on what they can do to access higher benefits</p>	Presentation	Slide 18	5 mins
<p>11. <b>Exercise 2: Role play (20 mins)</b></p> <p>Ask volunteers to role play these scenarios. Encourage them to use their imaginations.</p> <p>Instructions:</p> <p><i>Role play the following meetings in which employees receive feedback from their employer.</i></p> <ol style="list-style-type: none"> <li><i>Employer is happy with a worker's work in general, but the worker is often late and absent without notice.</i></li> <li><i>Employer feels the worker makes too many mistakes. The worker feels he/she needs more training. The worker is also being bullied by the supervisor.</i></li> </ol>	Role play	Slide 19	20 mins

Key activities	Method	Tools	Time
<p>After the role play, discuss with participants how they felt during the role play, and how they, as employers, can make a performance review a motivating (and not a de-motivating) activity.</p> <p>Emphasize that a review must be a 2-way process and it should include making plans for the future e.g. training opportunities.</p>			
<p>12. Present the ideas on slides 20, 21 and 22, concentrating on those incentives/benefits that would be most realistic/practical for these participants to use.</p> <p>Emphasize the importance of clarity and fairness of benefits and their criteria and the negative effects if these are not achieved. Discuss how participants can ensure fairness and openness when they give out bonuses.</p>	Presentation	Slides 20, 21 and 22	10 mins
<p>13. Present slide 23 and ask the participants to come up with at least 10 non-cash incentives.</p> <p>Stress that:</p> <ul style="list-style-type: none"> <li>– improving work conditions and having respectful relationships with workers can dramatically improve worker morale and satisfaction. These are incentives that have no cost.</li> <li>– It is important to talk to workers to identify the incentives that they would find most motivating.</li> </ul> <p>Use examples, to show different interests and concerns e.g. what incentive would motivate a young worker who has no responsibilities compared with a more mature worker who cares for an elderly relative?</p>	Presentation/ Discussion	Slide 23	10 mins

## 7. Create a transparent wage payment system (25 minutes)

Key activities	Method	Tools	Time
<p>14. Present slide 24 and indicate the importance of Principle 8: Create a transparent wage payment system.</p> <p>Advise participants that their aim should be to develop an easy-to-read wage slip that the worker gets a copy of, and that shows the workers' wage and how it was calculated.</p> <p>Use a flip chart to note down any laws or local requirements for wage administration (you may wish to add a slide on this)</p> <p>Emphasize that, in fact, all these laws are important and none of them should be ignored.</p>	Presentation	Slide 24	10 mins
<p><b>15. Exercise 3: Pay slip design (15 mins)</b> <b>(Do not show the slide until the groups have worked on the task)</b></p> <p>By working in small groups, participants will design and present the "ideal" pay slip, containing all the information that they think should be included.</p> <p>Ask one or two groups to present their draft to the whole group before showing slide 25.</p> <p>Discuss the differences between the groups and between all of these and the version on the slide.</p> <p>Reaffirm why certain items are included (to ensure transparency/clarity or to enable workers to check the calculation). But, remind participants that this is only one way to draw up a payslip and emphasize that clarity and reliability are the most important features.</p> <p>Indicate that nobody likes paperwork but it is important for the business to do it, particularly when it concerns pay and other finances.</p>	Group writing activity	Slide 25	15 mins

## 8. The importance and benefits of communicating wage policies (10 minutes)

Key activities	Method	Tools	Time
<p>16. Introduce Principle 9: <i>Benefit from communicating your wage policy.</i></p> <p>Emphasize the fact that, if the training tips are followed, participants will have created a wages and benefits package to be proud of. It is something to be used and shared with employees and will help them to recruit and retain workers.</p> <p>Encourage a discussion with the question: <i>How would you communicate wage policies to your employees?</i></p> <p>Again, the focus of this presentation should be geared to the circumstances of the participants. The methods of consultation may vary, but the principle of consultation is vital.</p>	Presentation	Slides 26-27	10 mins

## 9. Final Group Work (30 minutes)

Key activities	Method	Tools	Time
<p>17. <b>Final group work exercise</b></p> <p>Ask participants to break into small groups (5-6 persons) to identify the following:</p> <ul style="list-style-type: none"> <li>• Two positive examples relating to wages and benefits that they noted during the initial enterprise visit</li> <li>• Three practical, concrete, suggestions for improved practices relating to wages and benefits for workers</li> <li>• Describe what would be the impact of these suggestions</li> </ul> <p>Remind participants that their suggestions should benefit both workers and the enterprise.</p> <p>If participants have no concrete ideas for the visited enterprise, they 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>	Small Group Discussion and Plenary report	Slide 28	30 mins

## 10. Conclusion (25 minutes)

Key activities	Method	Tools	Time
<p>18. <b>Conclusion:</b></p> <p>Restate the principles and show all of the checkpoints (slides 29-30) and invite questions and comments (slide 31).</p>	Presentation/ Questions & Answers	Slides 29, 30 and 31	10 mins
<p>19. <b>Action Planning</b></p> <p><b>This should take place at the end of the WISE-R training, whether this includes all or just some of the modules.</b></p> <p>Remind participants of the WISE-R Checklist exercise done at the beginning of the session, where participants completed the checklist for the enterprise they visited during the training.</p> <p>Explain that the next step is for participants to implement WISE in their own enterprise.</p> <p>Tell them that the first step they will need to take is to complete the checklist exercise for their own enterprise, to identify possible improvements that could be made. From this they will develop an Action Plan: a plan for those things they intend to improve over an agreed period. This should be based on the observations they have made on the WISE-R Checklist and upon active discussions with their managers, supervisors and workers.</p> <p>The Action Plan is a tool that facilitates implementation of the “improvements”. Without a clear Action Plan, managers can forget or be tempted to postpone implementation of some actions. The action plan will ensure a proper follow up of the initial idea.</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><b>It is important that participants agree a date for a first meeting with a facilitator, before leaving the training.</b></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</p>	Presentation	NO SLIDE	15 mins

Key activities	Method	Tools	Time
<p>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>			
<p>20. End the session. Thank participants for coming.</p>		<p>Slide 32</p>	

### WISE-R Module 4: Managing wages and benefits

<b>Checkpoint 26: Be clear, fair, and consistent, when you decide what you will pay your employees.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 27: Create an organisational chart with everyone, including you, on it.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 28: Prepare a comprehensive job description for each job.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 29: Rank jobs by comparing the skills they involve and their importance to YOUR business.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 30: Do not pay any worker less than the minimum wage in your country.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 31: Give every job a pay range, so that workers have the chance to improve their pay over time, even if they stay in the same job.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		

<b>Checkpoint 32: Consult on your pay structure and pay levels with your workers and their representatives.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 33: Adjust wages periodically in order to improve or, at least, maintain workers' standard of living.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 34: Be sure to give all workers feedback about their performance and what they can do to access or compete for cash and non-cash rewards.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 35: Keep good records on work done and wages paid, and develop an easy-to-read wage slip, so that workers can check their pay calculation with you.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 36: Get maximum impact from your wages and benefits program by communicating it clearly to workers.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		