

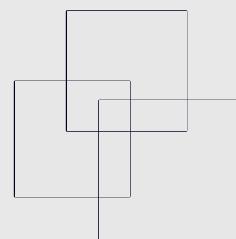


International  
Labour  
Office  
Geneva

# WISE +

## Work Improvement in Small Enterprises

### Trainers' Guide





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Labour  
Office

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## Trainer's Guide

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

Conditions of Work and Employment Programme

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# Foreword

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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.

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# Trainers' Guide to WISE-R Module 3

## Designing and Managing Working Time

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

<b>Objective:</b>	<p>By the end of this session, participants will:</p> <p>Understand more about working time, including different working time arrangements, their advantages and disadvantages, and the impact of different working patterns on worker performance and productivity.</p> <p>Be able to set working hours and work schedules that make their workplaces healthier, safer, more productive, and more attractive to current and potential employees.</p> <p>Have the knowledge to make wise decisions on working time arrangements, and be committed to doing so, with the result that the working patterns they adopt increase efficiency and production, rather than reduce them.</p>
<b>Duration:</b>	<p>Session of 255 minutes (approx. 4 hours, 15 minutes):</p> <ul style="list-style-type: none"> <li>• 195 minutes (approx. 3 hours) presentations and group discussion;</li> <li>• 60 minutes final group work exercise and conclusions.</li> </ul> <p>NOTE: <b>Additional time is required for an enterprise visit prior to the training</b>, in order to provide training participants with an initial shared experience of looking at workplace organization and practices in one enterprise, and completing the WISE-R Checklist. The time required for this activity is about one hour plus transportation time to/from the training site.</p>
<b>Outputs:</b>	Participants willing and able to reduce working hours and/or improve working time arrangements in their enterprises.
<b>Methods:</b>	Presentations / Group Discussions / Role play
<b>Training Tools:</b>	Practical exercises, WISE-R Checklist, slides or transparencies, and the WISE-R Action Manual

### 2. Session design

Pedagogic strategies:

- Introduce the principles for the design of working time in an enterprise;
- Identify the causes and consequences of long working hours and how to prevent them;
- Propose practical solutions;
- Obtain the participants' own ideas from their experience.

### 3. Division

This session is divided into nine sub-units, plus exercises: including presentations on the 7 principles.

Sub-units	Time available
Introduction	25 minutes
Principle 1: Avoid wasting time to prevent long working hours	40 minutes
Principle 2: Provide enough worker rest time	30 minutes
Principle 3: Structure shifts for maximum effectiveness	25 minutes
Principle 4: Avoid or minimize the use of night work	20 minutes
Principle 5: Consider using flexible working time arrangements	15 minutes
Principle 6: Limit the use of overtime	20 minutes
Principle 7: Involve workers in the design of work schedules	25 minutes
<b>Total Technical topics</b>	<b>200 minutes</b>
Group Discussion/Practical Exercises	30 minutes
Conclusion	25 minutes
<b>Total Module</b>	<b>255 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 or an LCD projector;
- A screen or a white wall;
- A flip chart and paper;
- Transparency pens for each work group;
- Some A4 papers, two pens and two staplers for the Role Play;
- Some music for exercise (this can be in your computer).

### 6. Instructions for Exercise 1: Role play

**You need 4 people:**

1. A delivery person;
2. A mechanic;
3. A trained worker;
4. An untrained/new worker.

**Role play: Make name plates**

**Objective:** To show the importance of saving working time.

**Scene:** Prepare one row of three tables for each team with the following items on them.

	Workers	Table 1 Raw material delivery section	Table 2 Machinery	Table 3 Work place organisation
Row 1 <b>Enterprise A</b>	Well-trained	A4 paper and a pen	Fully functioning (loaded) stapler	Provide a clean, well organized work area
Row 2 <b>Enterprise B</b>	Untrained or new	Nothing, but the delivery person stands there	Only a stapler without any staples in it	Litter table with piles of books and papers, leaving little workspace

**Instructions to role play participants**

**Before starting the session:**

Select 3 people for the exercise and explain their roles to them. One more person will be needed to play the role of the untrained worker. Do not let the untrained worker know that you are giving instructions to the others. Their roles are as follows:

- Trained worker: Show him/her how to make a simple name plate, using the instructions below.
- Delivery person: he/she should chat with the worker about family, weather, etc. for half a minute, and then say “Oh, finally the raw materials have arrived! Here you are!” and then put the paper and a pen on the table.
- Mechanic: when the untrained worker calls, she/he should come and put some staples in the stapler.

**When the session begins:**

The untrained/new worker is not supposed to know that the above three people have been prepared. The idea is to announce a competition between enterprise A and enterprise B, to see who can make a name plate the quickest.

The worker Enterprise A (the trained worker) will be familiar with his/her tasks. The raw materials are ready, so he/she will pick them up and start the work. The workplace is clean, comfortable and well organized. He/she will be able to finish the work before the untrained/new worker representing Enterprise B.

The untrained/new worker has a completely different experience. He/she arrives ‘at work’ and goes to the “Raw materials section”. He/she has no instructions and the papers (raw materials) have not been delivered. The delivery is not on time, so he has to wait while chatting with the lady. The raw materials finally arrive (thanks to the delivery person). But when the untrained worker goes to the workspace, it is badly organized and the worker has inadequate space. He/she tries to do the job anyway, but the stapler doesn’t work, because there are no staples inside it. She/he asks the mechanic to fix it. The mechanic fills the stapler.

After all this wasted time, he/she will finish the job well after the worker in Enterprise A.



## 7. Potential questions and answers

### **Question 1: What does it mean to 'negotiate working time'?**

**Answer 1:** Typically, legislation sets some basic limits for working time: those that are necessary to protect workers' health or are judged to be in the broader interest of society. An employer's right to unilaterally determine working time design might also be constrained by national labour laws and/or regulations (there might be a duty to consult workers on this decision).

However, most issues concerning working time, especially scheduling are normally open to negotiation between employers' and employees or their representatives, at the national, industry and/or enterprise levels.

### **Question 2: What can employers do to help night-shift workers to cope, in addition to work schedule reorganization and environment modification?**

**Answer 2:** Employers can also give shift workers practical advice, for example, on sleep patterns and on issues such as diet and exercise.

For shift workers, achieving sufficient good quality sleep is a challenge and should be a priority. Avoiding caffeine and alcohol prior to sleeping times, ensuring that their sleeping room is comfortable, and taking steps to block out noise and light as far as possible, are all useful steps. Adjusting eating and drinking habits and doing regular physical exercises can also help to decrease some of the detrimental effects of night work and increase well-being or alertness.

## Step by step guide to Module 3

### 1. Introduction (25 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 and introduce yourself. Invite participants to introduce themselves.</p> <p>Present the title of the session (slide 1). Describe the objectives (slide 2). Ensure that each participant understands the objectives.</p> <p>Mention the 7 principles that will be discussed (slide 3). This outlines the structure of the session. Talk briefly about the 24-hour cycle (slide 4).</p>	Presentation	Slides 1-4	10 mins
<p>2. Open the session with group discussions to introduce the subject to participants. The first question is “What is normal and actual working time?”</p> <p>Ask participants to talk in pairs or in threes to discuss basic working time rules at their own enterprises, such as the number of hours worked, and starting and end times of the working day. Then invite them to share their experiences/ideas with the entire group (slide 5).</p> <p>Finally, present the definition of working time (slide 6). Stress also the two important dimensions of working time, which impact on productivity, workers’ health and safety, and family life (slide 7).</p>	Group Discussion/ Presentation	Slides 5-7	15 mins

## PRINCIPLE 1. Avoid wasting time, to prevent long working hours (40 minutes)

Key activities	Method	Tools	Time
3. Explain the importance of reducing the need for long working hours by mentioning that excessive work hours become a risk for the employees' health and safety. In contrast, reducing long working hours actually enhances the enterprise's productivity, and thus improves its production and income.	Presentation	Slide 8	5 mins
4. Exercise 1: Role Play  See the complete instructions for the Role Play in the "Notes for Trainers" (above).	Role play	Slide 9	15 mins
5. After the Role Play, ask participants to talk in pairs or threes to share their opinions and comments on the problems they experienced and why these types of problems occur. They should also discuss how they felt about their lack of tools etc.  Ask them to discuss the problems that enterprises face in meeting deadlines; the cost of unproductive time, such as when workers are waiting for materials or for tools to be available. What ideas do they have for avoiding these?  Then invite each group to share the group's ideas with the rest of the participants. WriteKey ideas down on a flip chart and provide your own comments.	Group Discussion	Slide 9	10 mins
6. Present Principle 1: <i>Avoid wasting time to prevent long working hours.</i>  Some practical measures to reduce the need of excessively long hours of work are presented on slide 10.	Presentation	Slide 10	5 mins

**PRINCIPLE 2. Provide an adequate amount of resting time (30 minutes)**

Key activities	Method	Tools	Time
<p>7. Present Principle 2: “Provide enough worker rest time”.</p> <p>Begin by emphasizing why rest time is essential. Explain that lack of adequate rest breaks builds fatigue and stress, which can have negative effects on workers’ health. Moreover, if workers are tired, they will work more slowly, be less productive, and make more mistakes. The cost of errors, in terms of rejects or faulty products, breakages, and accidents, can be expensive.</p> <p>Ask participants if they notice that there are “peak” and “dip” periods during the workday, and ask when these occur. Emphasize the importance of rest breaks, including “mini-breaks” of 1-2 minutes.</p> <p>Organize the discussion about: <i>What do you do in order to reduce workers’ fatigue and thus increase productivity?</i></p> <p>Review some possible measures for minimizing fatigue (Slide 11).</p>	<p>Presentation/ Group Discussion</p>	<p>Slide 11</p>	<p>20 mins</p>
<p>8. Present the practical measures to be taken in order to reduce workers’ fatigue as mentioned on slide 11.</p>	<p>Presentation</p>	<p>Slide 11</p>	<p>5 mins</p>
<p>9. Tell participants that, when programming rest breaks, employers should consider break length, type and other factors.</p> <p><b>Measures can and must be taken to minimize risk of errors and accidents.</b></p> <p>Advise participants that the measures that they take will vary by length, type, and other factors depending on the situation and context.</p> <p>If possible put on some music and make the participants do some exercises (walking, jumping,) for one minute. Then continue the session. Ask them how they feel afterwards or wait until a while later (perhaps 20 minutes) to see if participants can notice if their concentration/active listening improved after the break.</p> <p>Ask participants: <i>What do you do in your enterprise to reduce worker fatigue?</i></p>	<p>Presentation</p>	<p>Slide 12</p>	<p>5 mins</p>

### PRINCIPLE 3. Structure shifts for maximum effectiveness (25 minutes)

Key activities	Method	Tools	Time
<p>10. Present Principle 3: <i>Structure shifts for maximum effectiveness.</i></p> <p>(NOTE: This principle can be omitted if none of the participating enterprises use shift work.)</p> <p>Acknowledge that shift work is necessary for some types of operation, but point out that it can have negative effects on workers and also on work performance.</p> <p>Mention some of the advantages and disadvantages of using shifts.</p> <p>Mention that there are two general types of shift systems: fixed and rotating shifts.</p> <p>Note that if the work is monotonous, the workers will lose concentration more easily and will become tired faster. Frequent mental or physically stimulating breaks are recommended for this type of job.</p>	Presentation	Slide 13	5 mins
<p>11. Ask participants to talk informally in pairs or threes to discuss:</p> <ul style="list-style-type: none"> <li>• Problems that they foresee/have experienced with using shift work; <i>and</i></li> <li>• Ideas for solving these problems.</li> </ul> <p>Then invite each of the groups to share their discussions with the entire group</p>	Group Discussion	Slide 14	15 mins

### PRINCIPLE 4. Avoid or minimize the use of night work (20 minutes)

Key activities	Method	Tools	Time
<p>12. Present the principle: <i>Avoid or minimize the use of night work.</i></p> <p>Night work requires people to behave in opposition to their natural biological timing system. Some factors such as workers' gender, age and other individual circumstances should be considered when using night work.</p>	Presentation	Slide 15	5 mins

Key activities	Method	Tools	Time
<p>Mention possible negative effects of night work, especially for pregnant women.</p> <p>Also mention that there can be positives for workers and for the enterprise.</p>			
<p>13. Start by asking the entire group if any of their enterprises uses night work. If not, proceed immediately with the presentation.</p> <p>If some of the participants use night work, ask them: <i>Has your business had any problems as a result of using night work?</i> <i>Can you think of any practical alternatives to using night work?</i></p>	Presentation/ Group Discussion	Slide 15	10 mins
<p>14. Explain some practical measures to be taken if it is impossible to avoid the use of night work, as mentioned on slide 16.</p> <p>(NOTE: This principle can be omitted if none of the participating enterprises uses night work).</p>	Presentation	Slide 16	5 mins

**PRINCIPLE 5. Consider using flexible working time arrangements (15 minutes)**

Key activities	Method	Tools	Time
<p>15. Present Principle 5: <i>Consider using flexible working time arrangements</i></p> <p>Present the benefits, on slide 17, remembering to explain why the benefits are achieved.</p>	Presentation	Slide 17	5 mins
<p>16. Ask the participants if any of them have any kind of flexible working time arrangements in their enterprises and ask them to explain what it entails.</p> <p>Afterwards, present the different flexible working time arrangements and discuss how these work using the Action Manual to provide more information.</p>	Presentation/ Group Discussion	Slide 18	10 mins

**PRINCIPLE 6. Limit the use of overtime (20 minutes)**

Key activities	Method	Tools	Time
<p>17. Present Principle 6: <i>Limit the use of overtime.</i></p> <p>Begin by introducing the basic definition of overtime: “All hours worked in excess of the normal hours.”</p> <p>Ask the participants whether the national legislation about overtime regulation.</p> <p>Ask them: <i>Do any of you use overtime work in your enterprises? What advantages and disadvantages have you experienced, linked to overtime.</i></p> <p>Next, explain some of the advantages and disadvantages as on the slide 18.</p> <p>Note that workers themselves are often happy to work some overtime – assuming that it is properly paid – because of the extra income it provides. BUT overtime can be costly for employers who have to pay higher wages that include overtime premiums. It can also create additional management/supervision challenges.</p> <p>Then review other negative effects of overtime work, such as stress, fatigue, poor health, and reduced performance. Remind participants that long periods of effort also tend to produce negative motivational effects.</p> <p>Finally, when paid overtime hours are unequally distributed amongst workers, this can lead to jealousy and reduced motivation.</p>	Presentation/ Discussion	Slide 19	10 mins
<p>18. Run through the practical ideas on what you can do to reduce the negative effects of overtime, as mentioned on slide 20.</p>	Presentation	Slide 20	10 mins

**PRINCIPLE 7. Involve workers in the design of work schedules (25 minutes)**

Key activities	Method	Tools	Time
<p>19. Present the principle: <i>Involve workers in the design of work schedules</i></p> <p>Begin by explaining the meaning of the ‘work schedule.’</p> <p>Emphasize the importance of having workers participate in the design of “work schedules”. Fundamentally, this is a question of improving the “fit” between workers and their jobs, which will improve job performance.</p> <p>Go on to slide 22, to again remind participants that, when preparing work schedules, it is important to consider the individual’s needs, as well as the production requirements</p>	Presentation	Slides 21-22	10 mins
<p>20. Ask participants to talk informally in pairs and threes and “brainstorm” ideas for how to get workers involved in the design of work schedules. Then invite them to share their discussions with the entire group</p> <p>Some practical ideas include:</p> <ul style="list-style-type: none"> <li>– The use of a basic questionnaires about workers’ needs according to their age, gender, family responsibilities, and individual circumstances;</li> <li>– A comments box;</li> <li>– Lunchtime discussions.</li> </ul>	Group Discussion	Slide 22	15 mins

**FINAL GROUP WORK (30 minutes)**

Key activities	Method	Tools	Time
<p>21. <b>Final group work exercise</b></p> <p>Ask participants to form small groups (5-6 persons) to identify the following:</p> <ul style="list-style-type: none"> <li>• Three positive examples of working time design that they noticed during the initial enterprise visit concerning working time;</li> <li>• Three practical, concrete suggestions for improved working time practices relating to working time in the enterprise;</li> </ul>	Group Discussion Plenary report	Slide 23	30 mins



Key activities	Method	Tools	Time
<ul style="list-style-type: none"> <li>• One or two suggestions for involving workers in improving work schedules;</li> <li>• The potential impact that these previous suggestions could have.</li> </ul> <p>Remind participants that their suggestions should benefit both workers and the enterprise.</p> <p>When the groups return, ask them to present their suggestions and encourage a discussion of the different suggestions made.</p>			

### Conclusion and action planning (25 minutes)

Key activities	Method	Tools	Time
<p>22. <b>Conclusion:</b> Go through all of the WISE-R Checkpoints (slide 24-26). Invite questions and comments (slide 27).</p>	Presentation/ Questions & Answers	Slides 24-27	15 mins
<p>23. <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 checklist exercise done at the beginning of the session; where participants completed the checklist for the enterprise they visited during the training.</p> <p>Explain that the next step is for participants to implement WISE in their own enterprise.</p> <p>Tell them that the first step they will need to take is to complete the checklist exercise for their own enterprise, to identify possible improvements that could be made. From this they will develop an Action Plan: a plan for those things they intend to improve over an agreed period. This should be based on the observations they have made on the WISE-R Checklist, and upon active discussions with their managers, supervisors and workers.</p> <p>The Action Plan is a tool that facilitates implementation of the “improvements”. Without a clear Action Plan, managers can forget or be tempted to postpone implementation of some actions. The action plan will ensure a proper follow up of the initial ideas</p>	Presentation		10 mins

Key activities	Method	Tools	Time
<p>Explain that WISE-R facilitators will help participants to develop a strong and realistic plan, and will support the participants in implementing it, through a series of meetings, to be agreed with them.</p> <p>It is important that participants agree a date for a first meeting with a facilitator, before leaving the training.</p> <p>Explain that It is crucial to involve as many employees as possible in the development of the action plan. The proposed actions are aimed at improving productivity and the working conditions of the employees. If employees are involved in the identification of the planned improvements, they are more likely to cooperate in their implementation and to value the results.</p> <p>Mention that the ILO can support the facilitators in their work with participants and offer further advice about the plan and its implementation if needed.</p>			
<p>25. End the session. Thank participants for their attention and active participation</p>		<p>Slide 28</p>	

### WISE-R Module 3: Effective management of working time

<b>Checkpoint 15: Avoid wasting time and resources by planning for production and delivery timelines, including advanced planning on staffing needs.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 16: Have a regular schedule for maintaining equipment, so that you avoid accidents and breakdowns.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 17: Provide job-specific training to boost expertise and efficiency.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 18: Make sure all workers get enough rest time during their working day, in between their shifts, and at the end of their working week.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 19: Provide a place for workers to rest, away from their work station and with access to drinking water and toilets.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 20: Avoid or minimize the use of irregular and unpredictable shift schedules.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		

<b>Checkpoint 21: Minimize the use of night work and, when it is necessary, make it safer by providing supervision and adjusting the lighting and temperature in the work environment to be similar to daytime.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 22: Introduce flexible working time arrangements that will help your workers to balance their responsibilities and boost your productivity.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 23: Limit the use of overtime, especially on extended (e.g., 12-hour) shifts. When overtime is used, provide advance notice to workers.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 24: Be clear with each worker about their normal working hours, their pay, and what pay rate they will receive for overtime work.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		
<b>Checkpoint 25: Consult with workers on the design of working time in your enterprise, and listen to the feedback they give you.</b>		
Do you propose action?		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Priority
If yes, what action?		