

## Overview

This document is a guide to innovative approaches and tips for designing training programs that fit the unique needs and time constraints of the workplace. At any time of the year, but especially during periods of peak production, it can be challenging to schedule training sessions in the workplace environment.

When implementing your workplace training program, it is important to make sure that you:

- » **Allow enough time to build understanding of a topic:** We suggest a minimum of 45 minutes to one hour per topic.
- » **Hold trainings at a time of day and in an environment where workers are able to concentrate:** Midday or during the workday are preferable over the end of the day. We suggest trainings take place in a quiet, private place removed from the factory floor.
- » **Schedule trainings to minimize disruption to daily, weekly, and monthly work schedules:** We suggest using batch resetting times, break times, or commute times to minimize disruption.
- » **Schedule training times in collaboration with management:** We suggest a meeting with floor managers, a selection of line managers, and human resources or welfare officers, in order to determine the best time to schedule trainings.

## How Many People Should Go to Each Training?

Training size will vary based upon the size of the workforce and the number of trainings that you will conduct.

**For effective learning to occur**, we recommend that you train groups of between 10 and 40 participants. With a smaller group (fewer than 10 participants), it may be challenging to facilitate discussion. With a larger group, it may be difficult to involve all participants. It is necessary to create equal opportunities for all participants during the training session.

If you have to conduct a training with a larger group, you should conduct the training in a different way (see How to Conduct a Training for more information).

## How Often Should the Trainings Be Held?

Once you have determined the size of the trainings, it is important to determine their frequency (how often they will occur). **You should make sure that each training module reaches a minimum of 90 percent of the target workforce (e.g., all female workers, all workers, all workers in one unit).** Achieving this goal will require you to hold multiple trainings for each training topic, whether you are using a peer-to-peer or master trainer method.



Trainings can be spaced out over time or grouped together. The benefits and challenges of each option are presented below.

### Sample Training Schedules

Training Schedule	Benefits	Challenges
<p>Trainings are spaced out. For example, one training is held per month or one training is scheduled every three months.</p>	<ul style="list-style-type: none"> <li>» Spacing out trainings allows participants time to reflect on the previous training’s key messages before learning about a new health topic.</li> <li>» Spacing out trainings also allows time for the trainer to reinforce key messages through follow-up conversations, message boards, and posters.</li> </ul>	<ul style="list-style-type: none"> <li>» Spacing out the training requires the trainer and management to allot time for these sessions each month or every three months.</li> <li>» When trainings are spaced out, management and the trainer must be diligent to ensure that production pressures do not hinder future trainings. Trainings may be postponed multiple times, which may reduce their effectiveness.</li> </ul>
<p>Trainings are grouped together. For example, 20 trainings are held during one week.</p>	<ul style="list-style-type: none"> <li>» Grouping trainings allows management to plan for times when production will be stopped. Grouping them means that there is only one large break in operations rather than several smaller interruptions.</li> </ul>	<ul style="list-style-type: none"> <li>» When trainings are grouped together, participants do not have time to reflect on the health messages, which may make it harder for them to learn all the information.</li> <li>» This approach does not allow time to reinforce messages between trainings, which dilutes their effectiveness.</li> </ul>

### When Should the Trainings Be Scheduled?

Once you have determined how often you will hold trainings, you must determine what time of day you will schedule them. Finding an appropriate time in the workday can be challenging given production pressures. HERproject trainers have used a few successful approaches when selecting a time of day that suits the needs of the workplace, which are explained below:

### **1. Identify production and worker downtime.**

Some workers may not be needed during a time when the product being made is being reset (called batch resetting in some countries). Other production downtimes may include inspection periods or other recurring processes in the factory. Taking advantage of these downtimes can help when scheduling training. We do not recommend that trainings occur after work hours because workers are generally tired and have difficulty concentrating.

#### **Best Practice Example | India**

One factory in India conducts trainings during batch resetting times. The human resources officers coordinate with the line managers and production supervisors to ensure that trainings can be held during this period. Holding trainings during batch resettings keeps them from negatively affecting production.

### **2. Create new time for trainings.**

Sometimes it may be hard to find time during the workday to schedule a training. Although we generally recommend against holding trainings at the end of the workday because workers are tired at that time, this solution can be acceptable if a special training time is created and workers are paid to attend the trainings. It is recommended that after-work trainings are scheduled at the beginning of the workweek when people are likely to have more energy and to be more attentive.

#### **Best Practice Example | Bangladesh**

One factory in Bangladesh pays female workers one hour of overtime once a week to attend a health training. The class occurs after work so as to not affect production. Because workers are paid for their additional time, they attend the trainings. Furthermore, trainings are held on the first day of the workweek (Sunday) when workers are more energetic than they would be later in the week. Finally, since the trainings happen every Sunday, workers can plan for it and look forward to the next session.

### **3. Consider the effect on supervisors.**

One approach HERproject trainers use is to train an entire line or team of workers at one time. Thus only this line or team stops working, rather than incrementally reducing the productivity of multiple lines or teams. Additionally, by training an entire line at one time, it is easier to account for the lost production time when assessing productivity rates and line supervisor performance.

#### **Best Practice Example | India**

One factory in India has assigned one peer health educator (PHE) to each production line. Each PHE is responsible for providing her line with health information and training once each week. Because the trainings are staggered, only one line is being trained at a time. Training one line at a time makes it easier to ensure that all the workers have been trained.

### **4. Embed trainings into existing management systems.**

One way to promote program sustainability is to ensure that trainings are embedded into existing management systems. Determine when trainings are already occurring (e.g., health and safety and orientation trainings), and add new health trainings to the existing training schedule.

**Best Practice Example | China**

Recognizing the return on investment, many workplaces in China have started to embed HERproject trainings into their new worker orientation trainings. This method ensures that all new employees are provided with women’s health trainings.

**5. Identify times and places that can be used to reinforce messages.**

Line supervisors can help build reminders into the workers’ daily routine. Make use of other communications tools to reinforce messages, such as putting cards by workers’ stations or on bulletin boards in toilets or washrooms and by using the public address system at regular times.

During peak times, organizing a training (a high-intensity activity) is often difficult. Less time-intensive options are more useful; some options include sending messages via the project bulletin board, distributing education materials, and organizing events with both educational and entertainment purposes, such as an evening game show interspersed with training topics.

**Best Practice Example | Global**

HERproject factories have started to make message boards that include health information for workers. Message boards should contain simple and helpful information. For example, this message board on the right includes information about healthy foods that are in season.



**Develop Your Training Schedule**

Once you have determined all of the details of your trainings, work with the management to develop a training schedule for the year (or a shorter time frame if relevant). Setting up a schedule will help different people within the workplace commit to and understand the importance of the trainings’ success. Creating a training schedule can also help you easily communicate training dates and times throughout the worksite.

The training schedule should include:

- » Tentative dates for training
- » Who will be trained (e.g., line number)
- » Time of training
- » Topic of training

## SAMPLE WORKPLACE TRAINING SCHEDULE

*Note:* In a real schedule, the dates might not follow each other as exactly as in the example below, because they would be based on the factory's production schedule and volume, national holidays, and any other training program schedules.

<b>FACTORY HERproject Training Schedule</b>				
<b>Health Training Module</b>	<b>Line 1</b>	<b>Line 2</b>	<b>Line 3</b>	<b>Line 4</b>
<b>Healthy Eating</b>	Date: January 1 Time: 10:00 Location: Room A	Date: January 1 Time: 13:00 Location: Room B	Date: January 2 Time: 10:00 Location: Room A	Date: January 2 Time: 14:00 Location: Room B
<b>Serious Illnesses   Malaria and Dengue Fever</b>	Date: February 1 Time: 10:00 Location: Room A	Date: February 1 Time: 13:00 Location: Room B	Date: February 2 Time: 10:00 Location: Room A	Date: February 2 Time: 14:00 Location: Room B
<b>Personal Hygiene</b>	Date: March 1 Time: 10:00 Location: Room A	Date: March 1 Time: 13:00 Location: Room B	Date: March 2 Time: 10:00 Location: Room A	Date: March 2 Time: 14:00 Location: Room B
<b>Waterborne Diseases</b>	Date: April 1 Time: 10:00 Location: Room A	Date: April 1 Time: 13:00 Location: Room B	Date: April 2 Time: 10:00 Location: Room A	Date: April 2 Time: 14:00 Location: Room B
<b>Menstrual Hygiene</b>	Date: May 1 Time: 10:00 Location: Room A	Date: May 1 Time: 13:00 Location: Room B	Date: May 2 Time: 10:00 Location: Room A	Date: May 2 Time: 14:00 Location: Room B
<b>Maternal Health</b>	Date: June 1 Time: 10:00 Location: Room A	Date: June 1 Time: 13:00 Location: Room B	Date: June 2 Time: 10:00 Location: Room A	Date: June 2 Time: 14:00 Location: Room B
<b>Family Planning</b>	Date: July 1 Time: 10:00 Location: Room A	Date: July 1 Time: 13:00 Location: Room B	Date: July 2 Time: 10:00 Location: Room A	Date: July 2 Time: 14:00 Location: Room B
<b>Preventing Sexually Transmitted Infections</b>	Date: August 1 Time: 10:00 Location: Room A	Date: August 1 Time: 13:00 Location: Room B	Date: August 2 Time: 10:00 Location: Room A	Date: August 2 Time: 14:00 Location: Room B
<b>Serious Illness   HIV and AIDS</b>	Date: September 1 Time: 10:00 Location: Room A	Date: September 1 Time: 13:00 Location: Room B	Date: September 2 Time: 10:00 Location: Room A	Date: September 2 Time: 14:00 Location: Room B
<b>Serious Illnesses   Reproductive Cancers</b>	Date: October 1 Time: 10:00 Location: Room A	Date: October 1 Time: 13:00 Location: Room B	Date: October 2 Time: 10:00 Location: Room A	Date: October 2 Time: 14:00 Location: Room B