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SLCP

Full Virtual Verification Protocol for Facilities

Version 1.0*

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This Full Virtual Verification Facility Protocol applies to Version 1.5 of the Converged Assessment Framework.

This is a comprehensive document, and it is important that it is read thoroughly.

The following SLCP documents apply for Full Virtual Verification:

- The SLCP Converged Assessment Framework (CAF) Version 1.5:
    - o   Data Collection Tool
    - o   Verification Protocol
    - o   Verifier Guidance
- Full Virtual Verification Self-Declaration Form for Facilities
- Full Virtual Verification Protocol for Facilities
- Facility Training for SLCP Full Virtual Verification
- Verifier Training for SLCP Full Virtual Verification
- Worker Engagement Question Set

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*Version 1.0 of the Full Virtual Verification Protocol for Facilities for CAF v1.5

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Table of Contents

1. Introduction

Once you have read the introduction to Full Virtual Verification (FVV) on the SLCP Helpdesk and you decide you want to continue with FVV, this document outlines the requirements a facility must meet and how to proceed when conducting an SLCP FVV.

For updated information please check the SLCP Helpdesk and/or Gateway regularly.

2. Scope of Requirements

This document applies to all SLCP facilities with interest in, and eligibility for, conducting FVV.

3. General Requirements

3.1. Facilities are subject to all requirements outlined in this document.

3.2. Facilities must meet the eligibility requirements for FVV (see section 4 below). If you are uncertain of your eligibility based on your unique circumstances, contact the SLCP Helpdesk.

3.3. Facilities are required to complete a Full Virtual Verification Self-Declaration Form that a) provides evidence of force majeure and b) affirms the facility has the appropriate technology and processes in place to effectively undergo FVV.

3.4. The VOO performs random checks to determine the accuracy of facility Full Virtual Verification Self-Declaration Forms. If the Self-Declaration is found to be fraudulent in any way, the verification is subject to invalidation.

3.5. The facility is not permitted to undergo subsequent FVVs. If the facility's previous verification was a FVV the following SLCP verification must be either an Onsite Verification or a Virtual + Onsite Verification.

4. Facility Eligibility for Full Virtual Verification

A facility is eligible for SLCP Full Virtual Verification (FVV) if the facility is experiencing force majeure and is, therefore, unable to undergo onsite verification.

SLCP defines force majeure as: A significant event that cannot be reasonably anticipated or controlled, that significantly impacts the party's ability to fulfil its obligations, and is not the result of negligence, malfeasance, or usual/ commonplace consequences of external forces.

The term "force majeure" can only be used to refer to emergency situations that would reasonably be expected to affect the ability for the facility to partake in SLCP onsite verification.

> **Emergency situations can include**, but are not limited to, fires, floods, storms, earthquakes, other natural disasters, war, labor disputes, riots, explosions, and other unforeseen or uncontrollable change, which includes governmental shutdowns due to a pandemic.

Such emergencies can result in any inability to travel due to lockdown/ social distancing situations; legal requirements banning official, business or other non-essential travel, gatherings or any restrictions in transportation; limitations in receiving/admitting visitors on site to avoid health risks to Verifiers and facility personnel.

Facility Eligibility Requirements	Guidance
4.1. The facility must **complete and sign the Full Virtual Verification Self-Declaration Form** prior to beginning the Full Virtual Verification process	The Full Virtual Verification Self-Declaration Form is an online form that can be completed and submitted electronically. By completing and signing the Self-Declaration Form, the facility certifies that the information in the form is true and complete to the best of their knowledge. The Self-Declaration statement is subject to review by the VOO and if the information is found to be inaccurate, the facility's SLCP verification is subject to invalidation.
	If you have any questions on your eligibility for FVV, contact the Helpdesk.
4.2. The facility must **currently be experiencing a restriction in operations due to force majeure** The restrictions have **continued for the past three (3) months or more** The restrictions are **not expected to ease within the next month of longer**. Evidence for 1), 2) and 3) is required.	The term "force majeure" refers to emergency situations that would reasonably be expected to affect the ability for the facility to partake in SLCP onsite verification Force majeure situations can include, but are not limited to, fires, floods, storms, earthquakes, other natural disasters, war, labor disputes, riots, explosions, and other unforeseen or uncontrollable change, which includes governmental shutdowns due to a pandemic. Such emergencies can result in any inability to travel due to lockdown/ social distancing situations; legal requirements banning official, business or other non-essential travel, gatherings or any restrictions in transportation; limitations in receiving/admitting visitors on site to avoid health risks to Verifiers and facility personnel. If your situation requires an exception to one of the factors outlined in requirement 1 (currently occurring, lasting for the past three months or more, expected to continue for at least one month or more), please contact the SLCP Helpdesk. No exceptions will be granted if you answer "No" to two or more of the factors in Requirement 4.2.
4.3. The facility must complete the online **Facility Training for SLCP Full Virtual Verification**	Before starting the Full Virtual Verification Process, the facility must complete the online Facility Training for SLCP Full Virtual Verification to fully understand the process and facility commitments. The training is an addition to the facility e-learning course currently available to the facility. Once the facility has completed the training, the facility will receive a certificate of completion.
4.4. The facility must be **operating at a minimum of 50% workforce capacity and a minimum of 90% production processes capacity**	To the fullest extent possible, the situation in the facility must be representative of operations under normal circumstances so that the Verifier is able to fully understand working conditions on the day(s) scheduled for Full Virtual Verification.
4.5. The facility must **have an operational electronic system** for maintaining electronic copies of wages and working hours records	The facility must have an electronic system that maintains electronic copies of wages and working hours records to conduct wage and hours review virtually.
4.6. The facility must have a **stable Internet connection** with sufficient speed and bandwidth	This can be checked using free software (https://www.speedtest.net/). Testing should occur with actual systems in use. Connection is considered stable using the below parameters as a general guide: – Ping<100 ms – Jitter<30 ms

		– Speed should be at least 10Mpbs
4.7.	All areas of the facility must have **Internet reach** to be inspected virtually using a 4G data connection on a mobile phone or similar device	If there are areas of the facility with no WIFI connection, those areas of the facility must be inspected virtually using a 4G data connection on a mobile phone or similar device. All areas of the facility must be accessible for Full Virtual Verification to take place (unless facility makes note of a physical exclusion).
4.8.	The facility must be able to **share documents remotely**	The facility must be able to share documents remotely to permit virtual/ remote documentation review. This includes: – Personnel records or documents must be reviewed using screen sharing to reduce the amount of data and information that has to be transferred between the facility and VB, as well as to protect data privacy – Virtually analyzed documented information must be shared in a secure and agreed system, such as cloud-based Virtual Private Networks (VPNs) or other file-sharing systems (e.g., Dropbox, Baidu, etc.) – Using a video camera to display documents The facility decides what format to use for remote/ virtual document sharing and the VB decides if they can accommodate the facility's choice: – File formats accepted: PDF, JPG, Word, Excel
4.9.	The facility must have **videoconference software** capabilities	Virtual verification activity for document review, walkthrough or interviews must be conducted using videoconference software The videoconference software used must support: – Screensharing (for documentation review) – 2-way live video (for interviews, walkthrough and documentation review) – Screenshot capability (to replace photos) – Ability to take photographs with a cell phone/camera The type of videoconferencing software to be used must be agreed upon by the Verifier Body (VB) and the facility
4.10.	All facility staff involved in the SLCP FVV must have the **ability to share screens**	The facility staff chosen for Full Virtual Verification activity need to have the ability to share their screens for review of records
4.11.	The facility must have **"chat" capabilities** on the videoconference software in areas of the facility where noise levels may disrupt communication	Since noise on the production floor may make it difficult for the Verifier and the facility to communicate, the chat feature on the videoconference software must be used to communicate and/or the designated cameraman should use headphones with an integrated microphone. In areas where hearing protection is required, all communication must be done through the chat feature
4.12.	The facility must have a **detailed map of the facility**	As with an onsite walkthrough, all relevant parts of the facility must be included in FVV. It is therefore essential that the Verifier obtain and study a map of the facility and its premises in order to ensure that the entire facility (including areas such as dormitories and childcare facilities) is covered during the virtual walkthrough.

5. Facility Worker Engagement Technology Survey

A mandatory element of SLCP Full Virtual Verification is the Worker Engagement Technology (WE Tech) survey using the Worker Engagement Question Set (WE Question Set). The WE Question Set is part of the SLCP Converged Assessment Framework (CAF). There are three elements of the CAF: Data Collection Tool, Verification Protocol, Guidance. The WE Question Set is a subset of the Data Collection Tool. The CAF Terms of Use apply for all users of the WE Question Set. The CAF Terms of Use can be found here.

Worker Engagement Technology (WE Tech) can help improve understanding of worker experiences by enabling worker engagement that is more:

• Expansive (systematically reaching large numbers of workers)
• Meaningful (reaching vulnerable workers like women/ migrants)

This can offer greater insight into working conditions than relying solely on in person interviews with a small sample of workers within a limited time span, as is the case for onsite verification. More specific understanding, gained through WE Tech, can help facilities target workplace improvement programs, enabling greater efficiencies.

General Requirements	Guidance
5.1. The facility must **complete the SLCP Worker Engagement Question Set and will use one of the SLCP approved Service Providers** to complete this requirement BEFORE completion of the SLCP self-assessment	The facility must execute the Worker Engagement Question Set facilitated by one of the SLCP approved Service Providers through a worker survey. Completed surveys are automatically uploaded to the Service Provider, where the anonymous results are aggregated and compiled into an easy-to-read Summary Report. The report is then disseminated to the facility and the VB/ Verifier by the Service Provider. The facility must use the Worker Engagement Summary Report to inform the SLCP self-assessment completion. The Verifier must have the Worker Engagement Summary Report prior to commencing Full Virtual Verification.
5.2. Facility **must be in Assessment Initiated (ASI)** status when undergoing the Worker Engagement survey	If the facility waits until the Assessment is Completed (ASC) before conducting the WE Tech survey, the facility will need to contact the Helpdesk for them to change the status back to ASI. This could add unnecessary strain on the facility to complete the self-assessment in time before verification and could result in inaccuracies.
5.3. Facility **must select a WE Tech Service Provider (WE TSP)** from the SLCP List of Approved WE Tech Service providers	Ensure the WE TSP meets the specific needs of your facility (e.g., language/ country of experience and technology). General information for each WE TSP can be found in the List of Approved WE Tech Service providers.
5.4. Facility **must initiate contact with their preferred WE TSP**	Once the facility has selected an SLCP approved WE TSP, it is the responsibility of the facility to make initial contact with the WE TSP to determine next steps in the survey deployment process, and to provide all necessary information to the WE TSP (e.g., date of verification, name of VB)

5.5.	**Payment of fees** for deployment of the WE Tech survey is the responsibility of the facility	Payment of fees for deployment of the WE Tech survey occurs strictly between the WE TSP and the facility. SLCP is not involved in negotiating cost associated with survey deployment or responsible for following up on payment. The WE TSP will explain to the facility the additional benefits of using the Worker Engagement survey beyond the SLCP verification process and SLCP encourages all facilities to adopt this technology.
5.6.	Once the WE TSP deploys the survey in the facility, the facility must work with the Service Provider to **achieve the target sample within the timeline specified (as best possible)**	The time frame agreed upon between the facility and service provider must consider a buffer in case the service provider needs extra time to meet the target response rate. The facility must maintain ongoing communication with the WE TSP (including, but not limited to, facility management, worker engagement committee representatives, union representatives, and/or worker representatives) to determine if target response rates have been met and, as needed, if extending the closing of the WE Question Set is necessary.
5.7.	The facility is permitted to **include additional questions to the WE Question Set** but all users must be made clear on the distinction between the SLCP WE Question Set scope and any additional survey scope	Both the facility and the WE TSP must agree to execute a survey alongside the WE Question Set and it must be clear to all users of the survey which question set is SLCP and which belongs to the facility.
5.8.	**The original WE Question Set and Related Material must not be revised** and any content developed by the facility must not be attributed to SLCP	To the extent the facility/ WE TSP develops or uses materials in addition to the WE Question Set and Related Materials, ownership/ copyright of such materials must be clarified prior to WE Question Set implementation.

6. Confidentiality and Data Privacy

Confidentiality and data privacy is crucial in a robust utilization of Worker Engagement Technology survey. WE Tech will be incorporated into the SLCP process as follows:

- All data collected in the worker survey is aggregated, anonymous and confidential.
- All service providers have data protection policies and respect applicable data privacy regulations and rules.
- Facility owns the data and decides through the SLCP data hosting and sharing framework with whom they want to share the verified assessment report.
- The verified assessment report will include the WE Summary Report as an attachment.

7. Facility Communication

Facility Communication Requirements	Guidance
7.1. **The facility must select a VB that is approved by SLCP to conduct FVV** (i.e., the Verifier has undergone the Verifier Training for SLCP Full Virtual Verification)	A list of eligible Verifiers becomes visible on the Accredited Host platform based on eligibility for each specific facility (e.g., country of operation / appropriate language skills). It is the responsibility of the Verifier to ensure they have completed the Verifier Training for SLCP Full Virtual Verification prior to conducting the Full Virtual Verification. If they have not, the verification is subject to invalidation.
7.2. **Inform the entire workforce** of the upcoming survey by using existing communication channels in the facility	Existing communication channels can include worker committees (see section 8 below and Appendix II), worker representatives, bulletin boards, staff meetings, or establishing a new communication mechanism. The facility can also use communication methods and training materials recommended/ provided by the Service Provider.

8. Preparation for WE Tech Survey Deployment

Preparation for WE Requirements	Guidance
8.1. The facility together with their selected SLCP approved WE TSP will develop and establish a **survey deployment plan**	The survey deployment plan considers the timeframe; lead person to liaise with WE TSP; inclusion of worker engagement committee/ trade union representative; how and when to communicate the survey to workers, etc. The facility, together with the service provider must include a buffer to account for any extra time needed to reach the target sample size.
8.2. If **worker committee, worker representative, trade union representative or other worker representation mechanism** are present at the facility, the facility must involve them in the survey preparation, training/ communication, and deployment process	If the facility does not have a worker representation mechanism: Determine if the facility wants to introduce a worker committee to assist with survey deployment. Establishing a worker committee for deployment of the survey is not required but is strongly encouraged. See Appendix II – Worker Management Committee to assist with creation of a worker committee If the facility does not want to start a committee but already has an established worker representative or a trade union representative, the facility must involve the representative(s) in the survey process. The representative(s) will serve as the communication bridge between management and workers to help survey deployment and aid in training. For more information on involvement of worker committee, worker representative and/or trade union representative please see Appendix II – Worker Management Committee
8.3. Before survey deployment **the facility must review the survey questions**	The facility must ensure they are familiar and understand the questions in the WE Question Set. If the facility has any questions or is uncertain about anything, they must contact the WE TSP before survey deployment.
8.4. Before survey deployment the **facility must review and understand the sampling approach**	Service Providers can assist the facility with executing the SLCP WE Tech sampling methodology as per Appendix I – Survey Sampling.
8.5. Before survey deployment **the facility must determine the survey deployment methodology** that they want to use	The facility needs to decide if they want to have the survey deployed **onsite at the facility** or **offsite during worker's private time**. The facility may seek assistance from the Service Provider.

9. WE Tech Survey Deployment

Service providers will assist the facility in determining the best survey deployment process for the facility and workers.

WE Deployment Requirements	Guidance
9.1. **If workers conduct the survey onsite**, the staff responsible for introducing the survey and answering workers' questions must be worker committee representatives, trade union representatives, Human Resources and/or CSR/ Sustainability specialists	Through interaction with these staff and not the worker's superior/ supervisor, workers will feel more comfortable asking questions. These staff must maintain a patient and friendly attitude toward workers.
9.2. **If onsite surveys are conducted during facility hours**, survey takers' pay must not be affected	If workers conduct the survey onsite, the time used must be paid to workers at the same rate as regular working time. If survey takers are paid by piece rate, they must receive compensation for their survey time based on the average hourly wage.
9.3. **If the survey is conducted offsite** (e.g., workers' home or any other location away from the facility), the facility together with the Service Provider must determine when to check the number of surveys collected	If workers are conducting the survey offsite, they must be made aware of the time frame for completion and be provided support by both the facility and Service Provider to enable them to complete the survey in time. It is therefore important to engage the workers properly from the start and throughout the process to quickly reach the number of surveys needed, or get close to the target sample.
9.4. **If the target sample size has not been reached** within the allotted survey deployment timeframe, the facility must complete at least one attempt with assistance of the Service Provider to increase response rates	The deployment plan must include a **buffer in timing** to accommodate for slow response rates. It is the responsibility of the facility to work together with the WE TSP and brand (if necessary) to meet the target sample size or do their best to work toward it prior to completion of the self/ joint-assessment.
9.5. Throughout survey deployment, the **facility must support workers in completing the survey** by answering all questions and providing necessary guidance	If worker committee, worker representative, trade union representative or other worker representation mechanism are involved in the survey process, then these **representatives must be the point of contact** for providing support to and answering questions for workers (see section 8 above).

10. Summary Report of Survey Results

Survey data is **anonymous, aggregated** and compiled into an easily understood and user-friendly summary report. Summary reports may look different from one service provider to another; however, at a minimum:

- The survey will be in PDF format.

- Results will be in English.

- Survey results will consist of % outcome values associated with each survey theme and question.

- If the break down contains 10 or less respondents, this specific break down will not be included in the report.
  This approach facilitates anonymization of the report data.

- Survey takers will either answer "Yes", "No" or "I don't know".

- Survey takers will be permitted to choose not to answer for every question.

The facility owns the survey data and decides with whom they would like to share the survey data, but note that the Summary Report of the survey results will be part of the verified assessment data. If you share the FVV verified assessment data, you will share the survey results as well. The Verifier must attach the Summary Report to the final verified assessment with no exceptions.

Best practice is to share the results with the workers as well. When workers can see that their participation has been taken seriously, they will be more enthusiastic and trusting in sharing their viewpoints. As worker voice is a critical element in improving working conditions, sharing results with workers is encouraged by SLCP.

11. Using the WE Tech Summary Report in the Self/ Joint-Assessment

The WE TSP will provide the Summary Report to the facility and Verifier within 5 business days of survey closure.

Requirements	Guidance
11.1. The facility must ensure they **receive the survey results prior to completion of the self/joint-assessment** and start of the required verification	The facility needs to coordinate closely with the WE TSP to ensure the facility receives the results in time for completion of the self/joint-assessment and start of the required verification.
11.2. The facility must ensure the **summary report is received from the WE TSP in English**	The WE TSP is free to provide the facility and/or Verifier with the summary report in an additional language if requested, but, at a minimum, the summary report must be provided in English because it will be attached to the English language verified assessment report.
11.3. The facility must **analyze the summary report data to identify if additions/ changes must be made to the SLCP self/joint-assessment**	Specific indicators in the summary report may lead the facility to further investigate specific Data Collection Tool questions to identify the truly accurate self-assessment response. Note, the survey is targeting issues that are usually more difficult to assess with worker interviews and engagement, e.g., more sensitive issues like harassment and discrimination. The facility must use the Summary Report data to: • Identify and prioritize problems • Collect more data if necessary • To work on identification of root causes for the prioritized problems
11.4. The facility must **use the Summary Report data to write up an improvement plan**	**This action will likely take time and not be completed prior to self/joint-assessment finalization. However, any documentation or planning made in response to the survey results must be prepared for the verification and shared with the Verifier.** • It is the Verifier's role to check whether the facility has documented any post-survey action planning and/or write up what action has already been taken by the facility in the Assessor/Verifier Explanation of the verified assessment report. • The Verifier only attaches facility documentation or writes up facility statements about post-survey actions. • **The Verifier will not judge or evaluate the information shared by the facility**. The information provided by the Verifier will help SLCP report users (the facility's business partners) understand how the facility interprets the survey results and what action the facility has taken or intends to take

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Appendix I: Survey Sampling

SLCP worker scope for the survey is the same as the CAF worker scope. Workers are defined as: Persons working on/with the facility's product or directly involved in the operations of the facility. They are non-supervisory, which means no one reports to them. Workers include those involved in production of goods and those involved in operations related to the product, e.g., distribution. Examples of "workers" are cutters, sewers, QC, packers, etc. (all workers who contribute to producing the product), boiler workers, mechanics (machine repair persons), and workers who load product onto trucks.

SLCP's sampling methodology is informed by **Nike's Engagement and Well-Being Survey sampling methodology**, and is as follows:

1) Surveys must be deployed with a 95% confidence level with 5% margin of error across the SLCP defined workforce.

2) A standard Sample Size Calculator is available at: http://www.surveysystem.com/sscalc.htm. The facility must aim for a slightly bigger sample size to include a buffer for any void surveys or survey takers who may be unavailable. Please note that the sample size calculated on this website is the minimum sample size.

3) For onsite surveys: Each survey should be based on a random representative sample of workers.

4) The method of random sampling is available at: https://www.randomizer.org. The list of numbers obtained via this website can be used as a sampling list in conjunction with the numbers on the employee roster.

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Appendix II: Worker Management Committee

SLCP highly recommends involving workers in the self/joint-assessment process. One way to achieve this involvement, is to establish a Worker Management Committee. A Worker Management Committee will be responsible for identifying, reporting, and verifying issues. If established, the Committee can play a vital role in promoting the WE Tech survey and working together with facility management to identify and prioritize issues, determine root causes, and create improvement plans.

If the facility does not want to start a committee but already has an established worker representative or a trade union representative, the facility **must involve** the representative(s) in the survey process. The representative(s) will serve as the communication bridge between management and workers to help survey deployment and aid in training.

Responsibilities of the Worker Engagement Committee (if established) or worker/trade union representative(s) (if present at the facility):

a) Convey survey related information to workers with the help of materials/ information provided by SLCP and the WE TSP

b) Facilitate training on technology and survey tools for workers in collaboration with the WE TSP

c) Encourage overall participation

d) Aid workers in completing survey, if needed (e.g., clarifications, technology issues, etc.)

e) Collaborate with facility management on post-survey action planning.

The WE TSP can liaise with the committee or representatives to facilitate the survey deployment and worker participation.

How to Establish a Worker Management Committee

A worker management committee functions as a forum for communications, consultation and deliberation between a facility and representatives of trade unions (if applicable) or workers. A worker management committee is also responsible for identifying, reporting and verifying issues. The overall aim is to increase workers' productivity and welfare, which in turn will ensure the sustainability of the business. Below are some recommended steps for establishing a worker management committee:

1

Conduct an introductory meeting
It is important that relationships are built among all factory level stakeholders. This involves organizing and conducting meetings with top-level management, trade union and/or worker representatives and workers. Topics for discussion should include:

- General objectives of social and labor working conditions and an explanation of SLCP's service scope and processes.
- Emphasize the important fact that the SLCP process does not score or evaluate the facility and that the overall objective is to work together to self-assess working conditions and identify potential improvement opportunities for the benefit of everyone
- The importance of communication and effective worker representation. Discuss concepts of bipartite committee composition.
- Bipartite committee must include equal representation of workers and management. In the absence of laws and regulations and trade unions, then the recommended number of members should be 8-10. The enterprise's senior manager, or a designated management representative with decision-making power, must be an active member of the committee to ensure the committee remains effective and responsive.
- Ideally the meeting should have a **facilitator,** who could encourage and create opportunities for all bipartite committee members to participate in discussions and dialogue.

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- As a result of the introductory meeting, attendees should gain the understanding that worker-management committees are important contributors in implementing social and labor improvement processes
- If there are no trade union[1] or worker representatives in the factory, establish plans with management and workers to elect workers for the worker-management committee. In order to have a proper election, the factory needs to follow multiple steps:
    - Election commission/ committee
    - Nominations
        – Representation (e.g. departments/ sex / etc.)
    - Campaign period
    - Prep for elections
        – Voting mechanism e.g. ballot
        – Ballot boxes, etc.
    - Elections
    - Counting
    - Results
- In unionized factories, it is important to discuss ongoing two-way communication between worker representatives on the committee and the factory level trade union(s).
- During the meeting compile a list of the names and positions of relevant department representatives as well as trade union(s) leader(s) and committee members who will be involved in the SLCP assessment process. Clarify the importance of accurate information and make clear the time required for their involvement in the process.
- Encourage all stakeholders to be involved as much as possible in the assessment process.

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Establish a worker-management committee
- Review the tentative list of worker-management committee members. Assess if the personnel selected represent their constituents in a credible way taking into consideration factors of gender, position, department, etc. Also consider these factors in ensuring an equal balance of worker representation
- Consult applicable legal requirements for the selection of worker representatives for the bipartite committee:
    ➢ If there is only one trade union at the facility the trade union official should appoint their own representation through the executive committee
    ➢ Workers should democratically elect their representatives for the committee if there is no trade union at the facility. In order to have a proper election, the factory needs to follow multiple steps:
        - Election commission/ committee
            – Identify observers
        - Nominations
            – Representation (e.g. departments / sex / etc.
        - Campaign period
        - Prep for elections
            – Voter registry
            – Voting mechanism e.g. ballot
            – Ballot boxes
            – Clear space for voting, etc.
        - Elections
        - Counting
        - Results

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[1] Also referred to as "labor union" or "worker's union".

> ➢ There should be equal representation on the committee of trade union representation, non-union workers, and all unions at the facility

- Consult applicable legal requirements for the structure and composition of the bipartite committee:
  - ➢ The membership of a bipartite institution should have equal representation of the facility and of its workers
  - ➢ The number of members of the bipartite committee should be determined based on the number of workers in the facility.
- Review the process undertaken in electing the worker representatives for the committee to ensure it was fair and equitable and in line with legal requirements
- Make any recommendations needed to solidify the credibility and equality of the worker-management committee. Engage fully in dialogue and consultation with all relevant stakeholders during this review process.
- If mandated by law, register the newly established bipartite cooperation institution with the government agency responsible for labor affairs in the district/city where it is established.

3

Initial worker-management committee meeting

- In order for a committee meeting to be impactful, it is ideal to delegate responsibilities:
  - ➢ A facilitator encourages and creates opportunities for all bipartite committee members to participate in discussions and dialogue
  - ➢ A participant gives opinions/ideas by complimenting and adding to the other ideas
  - ➢ A resource person provides relevant expertise and technical knowledge
  - ➢ A time keeper ensures that meeting discussions remain within the allocated time
  - ➢ A referee remains neutral, encouraging both sides to listen to each other, to communicate, and to practice dialogue in reaching consensus
- Designate a chair-person for the committee meeting
- Designate a committee member to take notes for the meeting minutes
- Present the general SLCP objectives and approach
- Emphasize the importance of dialogue and engagement
- Explain the role the worker-management committee plays in social and labor management:
  - ➢ Platform for promoting good workplace cooperation and improving processes
  - ➢ Responsible for identifying and prioritizing issues for improvement
  - ➢ Continually engages in open dialogue with facility stakeholders to collect and disseminate information
  - ➢ Regularly keeps all other facility workers informed about activities and progress
- Discuss the responsibilities of the committee members in the SLCP process and beyond

4

Beyond the SLCP assessment to improved working conditions

The SLCP self/joint-assessment process enables a facility to self-assess working conditions and identify potential improvement opportunities. Once the worker management committee is established, the facility is better placed to address identified areas for improvement. Here are some recommendations for the worker management committee for moving beyond the SLCP assessment:

- The worker management committee, along with other key facility level stakeholders should collaborate in the development of a management plan that analyzes root causes and solutions to areas in need of improvement. Goals and time bound targets enable the facility to stay focused and on track to meet its objectives.

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- The worker management committee should conduct regular scheduled meetings with workers and management to discuss progress and lessons learned. The management plan should be reviewed and revised accordingly.
- Make use of interactive exercises so that workers, supervisors and senior level management can work together in developing solutions (see below)
- Ensure that all participants have the opportunity to contribute and to present their ideas
- Perform ongoing internal reviews and assessments of the facility to identify any new issues that may arise post-assessment and to observe remediation actions already under way. For example, walkthrough OSH assessments could be a daily activity, whereas assessment of CL verification could be conducted either weekly or once a month
- Regularly review the effectiveness of the worker management committee, identify root causes of any problems found and develop an improvement / remediation plan.

Recommendations for interactive activities for worker engagement

1. **Using pictures to start conversations:** The meeting participants are divided into even groups. Each group is assigned with different labor issues (e.g. child labor, OSH, forced labor, etc.). Each working group member is given a picture and asked to identify which pictures relate to their specific topic. After they have been able to match their pictures, they break into small working groups to reflect over the pictures and agree on a common understanding of what their topic may mean or imply as non-compliance. Then they discuss if these issues are present in their workplace and how they are being managed.
   Impact: objectives are more easily met through engagement from all working group members while preventing discussions from becoming emotional

2. **World café:** The meeting participants are divided into even groups. Each group represents a compliance issue that is agreed to be in need of improvement. Each group has flip chart and markers, which they use to write about different actions they have completed in response to any non-compliance over the past month. The groups then rotate on to the next flip chart and provide additional information on actions taken, specific processes and participants involved. Once each group has contributed to each flip chart, one group member presents the completed flip chart to the working group as a whole.
   Impact: All working group members gain in-depth knowledge of every subject area discussed in the meeting. The workers become actors rather than passive listeners in processes that happen around them.

3. **Bank of games:** When worker and management representatives come together to discuss important issues, it is not always easy as workers may feel vulnerable and management may feel exposed. In order to break down these barriers, a friendly, welcoming, and safe environment must be developed so that trust can be established and representatives can engage in meaningful discussions eye to eye. This method involves a shared library of games, icebreakers, and activities that target different challenges. When preparing a meeting, the worker committee chooses different options from the bank of games for use to begin the meeting.
   Impact: Working group members become more relaxed and conversations are more in-depth and productive. Group members can therefore connect more with each other, which leads to increased dialogue and cooperation.

4. **One message different interpretations:** each working group member is given a piece of paper and they are asked to close their eyes. They are then given instructions to fold their papers certain ways (left to right, right to left, etc.). They may not ask any questions. Once they are asked to open their

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eyes, each member realizes that despite given the same instructions they have arrived at different outcomes. The importance of two-way communication thus becomes evident.
Impact: management becomes keener to identify root causes of problems rather than simply blaming poor worker awareness levels.

This is just a small example of activities that have been effective in promoting increased dialogue in worker committee sessions across different countries. The examples provided are intended to inspire you to try new approaches.

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