LOCAL INDUSTRY WORKBOOK

Industry Feasibility

Section One

INDUSTRY FEASIBILITY

1. What are the skills that exist in the community?

SKILLS	SKILLS

2. In which trades or skills are there persons who could play a managerial, supervisory or training role?

SKILLS

3. Which products were once made in this community?

GROWN	PROCESSED	MANUFACTURED	ASSEMBLED

4. Why are they no longer made?

5. What are the consumable items that people regularly have to buy outside the community?

CONSUMABLE ITEMS	CONSUMABLE ITEMS

6. How far do they have to travel to buy these items?

ITEMS	Km.

ITEMS	Km.

7. Which items are bought far enough away so that it would be feasible to have them made at home?

ITEMS	ITEMS

INDUSTRY FEASIBILITY

8. Which industries makes these items?

ITEM	INDUSTRY	ITEM	INDUSTRY

9. Where are the branch offices and plants of these industries located?

INDUSTRY	BRANCH LOCATION

10. How could you adapt the "set up" of the branch plant for your community?

PLANT	ADAPTION

INDUSTRY FEASIBILITY

11. What are the three largest industries within two hours travel time that manufacture any product?

INDUSTRY	TRAVEL TIME

12. What are items or parts of products they subcontract to a smaller company?

INDUSTRY	SUBCONTRACTED ITEMS	MATERIALS	MACHINERY

13. What are the ten largest retail stores within 2 hours travel time?

RETAIL STORES	RETAIL STORES

INDUSTRY FEASIBILITY

14. Which items in these stores are of poor quality?

15. Which items are imported from another section of the nation or internationally?

POOR QUALITY
IMPORTED

16. Which of these items could be made in your community?

ITEMS	MATERIALS NEEDED	EQUIPMENT NEEDED

17. What are the local resources in your community?

RESOURCES	RESOURCES

18. Which of these can be sold to an industry without processing?

RESOURCES

19. Which of these could be processed with a minimum of equipment?

PRODUCT	EQUIPMENT

20. Out of the data from the skills of the community; the products once made in the community; the items people buy; the products the industries subcontract; the imported items for retail stores; and the local resources, what are the ten possible products you will now investigate further?

PRODUCT	COMPONENTS

INDUSTRY FEASIBILITY

21. Do an intuitive check of each product with this method.
Put a + if you have an advantage;
put a - if you have a disadvantage;
put a ? if you are not sure.
Ask these questions for *each* of the ten products.

Is there a guaranteed market?	
Does someone in the community know how to produce it?	
Is a manager available who can set up and operate the industry?	
Are raw materials both available and low costing?	
Is the distribution cost low?	
Are capital requirements low or could be available on loan?	
Does the time it takes to make one item and the popular price you can sell it for equal the minimum wage?	
Can you employ at least three people in this industry?	
Will this industry have any social value?	
Will the people in the community work at this kind of occupation?	

22. Choose 3 top products.

PRODUCTS		

LOCAL INDUSTRY WORKBOOK

Product Feasibility

Section Two

PRODUCT FEASIBILITY

Context: This section is for each product chosen in part one of this workbook.

1. Now, what product do you plan to make and sell?

PRODUCT

2. List 5 of the closest manufacturers of this product and the distance from the Project.

MANUFACTURERS	DISTANCE FROM PROJECT

3. Which of these manufacturers are having trouble selling this product? Mark the major causes.

MANUFACTURERS	PRICE	AVAILABILITY
	DISINTEREST	REPUTATION
	QUALITY	OTHER

PRODUCT FEASIBILITY

4. What does it cost on the average for these manufacturers to make this product for sale?

A _____
(EACH)

5. How much do they sell this product for, on the average?

B _____
(EACH)

6. How much profit is made?

   B - A = profit

B _____

- A _____

= _____
(EACH)

PRODUCT FEASIBILITY

7. Taking the manufacturer which is closest to the probable size of your industry, how much does he sell?

EACH DAY	_____
EACH WEEK	_____
EACH MONTH	_____

THEREFORE:

8. What is the total production cost?

   (Ⓐ multiplied by the number sold each day, week and month.)

EACH DAY	_____	C
EACH WEEK	_____	D
EACH MONTH	_____	E

PRODUCT FEASIBILITY

THEREFORE:

9. What is the total money received from the sales of the product?

   (Ⓑ multiplied by the number sold each day, week and month.)

EACH DAY	_____	Ⓕ
EACH WEEK	_____	Ⓖ
EACH MONTH	_____	Ⓗ

THEREFORE:

10. What is the total profit?

EACH DAY	_____ (Ⓕ - Ⓒ)	
EACH WEEK	_____ (Ⓖ - Ⓓ)	
EACH MONTH	_____ (Ⓗ - Ⓔ)	

PRODUCT FEASIBILITY

11. Are there customers who want this product, but cannot find any available?

PRODUCT ALWAYS AVAILABLE	PRODUCT SOMETIMES AVAILABLE	PRODUCT NEVER AVAILABLE

12. How many stores sell this product within 50 miles of the Project, in the region and in the nation?

STORES	WITHIN 50 MILES	REGION	NATION
0			
1-5			
6-10			
11-15			
over 15			

PRODUCT FEASIBILITY

13. Which of these stores would buy this product from your industry? Who are other potential customers who would buy this product if it were available locally?

INDIVIDUAL/GROUPS	INSTITUTIONS	BUSINESSES

14. In which towns and communities do you plan to sell this product?

15. How many customers can you be sure of at this point?

EACH DAY _____

EACH WEEK _____

EACH MONTH _____

16. How many units of the product will these customers buy from you?

EACH DAY _____

EACH WEEK _____

EACH MONTH _____

PRODUCT FEASIBILITY

17. How is this product being used or sold by your customers?

USES		

18. Which of the above could you do in your industry, thereby increasing the items you sell directly to the customers?

POTENTIAL PRODUCTS

PRODUCT FEASIBILITY

19. What are similar or related products that could be added later to create a product line?

NEXT STEP IN ASSEMBLY LINE	ADDITIONAL DESIGN	ADDITIONAL USE OF SAME RAW MATERIAL	OTHER

LOCAL INDUSTRY WORKBOOK

Capital Requirements

Section Three

CAPITAL REQUIREMENTS

1. What are the tasks necessary to make the product, and how long does it take to do each task in order to make one unit of the product?

TASKS	TIME PER UNIT	NUMBER OF WORKERS PER TASK

2. How many units can be made with (10) people employed?

DAY	WEEK	MONTH

3. Sample: Finding the cost of each unit.

PRODUCT COST-PRICE BUILD-UP

PRODUCT WOODEN BOX DATE _____

DESCRIPTION	QUANTITY/RATE	UNIT OF MEASURE	PRICE	AMOUNT	CUMU-LATIVE AMOUNT
1. Materials					
Board 4 cm. x 8 cm.	3	meters	6.05	18.15	18.15
Board 1 cm. x 12 cm.	10	meters	4.10	41.00	59.15
Nails No. 8	36	each	.15	5.40	64.55
2. Labour					
Cutting 10 boxes/hour	.60	hours	4.00	2.40	66.95
Nailing 15 boxes/hour	.40	hours	4.00	1.60	68.55
Checking 60 boxes/hour	.10	hours	5.00	.50	69.05
3. Profit Add On (Percentage applied to total cost)	.15	cost	69.05	9.95	79.00
Recommended Price Per Unit					79.00

1. Materials

   A. Measure the materials in the product.

   B. Price the material at the purchase cost per unit.

2. Labor

   A. Estimate the production rates per hour.

   B. Price the labor at the normal pay rates for this nation.

3. Profit

   Add on an arbitrary 15%. This may change when you complete your projection worksheet.

CAPITAL REQUIREMENTS

PRODUCT COST-PRICE BUILD-UP

PRODUCT _____ DATE _____

DESCRIPTION	QUANTITY/RATE	UNIT OF MEASURE	PRICE	AMOUNT	CUMU-LATIVE AMOUNT
MATERIALS					
LABOUR					
PROFIT ADD ON					
RECOMMENDED PRICE PER UNIT					

CAPITAL REQUIREMENTS

THEREFORE:

4. How much will each unit cost you?

5. How much will a customer pay for each unit of the product?

THEREFORE:

6. What is you percent profit?

$\frac{\text{No. 5 — No. 4}}{\text{No. 5}}$	x 100 = PERCENT PROFIT
$\frac{\quad}{\quad}$	x 100 = %

(If your % profit is less than 15%, look again at how you might cut your costs.)

CAPITAL REQUIREMENTS

7. A. What machines are needed?

B. How much do they cost?

Indicate by appropriate symbol: * New x Used # Rent

C. What is its expected life?

Guidelines:

1. Equipment and small machines 5-10 years?
2. Large and heavy machines 10-20 years?

D. What is the depreciation cost per month?

Guidelines: Equipment cost to be divided by:

1. 60 if life is 5 years
2. 120 if life is 10 years
3. 240 if life is 20 years

MACHINE A	COST B	LIFE EXPECTANCY C	DEPRECIATION D

CAPITAL REQUIREMENTS

8. What is the cost of the facility?

BUY	BUILD	RENT

9. If bought or built, what is its life?

Guidelines:

20-30 years for professionally-built Western-style building.

10. What utilities are needed?

	MONTHLY COST
ELECTRICITY	
FUEL	
WATER	

CAPITAL REQUIREMENTS

11. What is the waste material in making the product? What is the percentage of waste relative to the total product? (20% of log)

WASTE	%

12. How can the waste material be used or sold to recover part of the cost of the raw material?

WASTE MATERIAL	POSSIBLE USES		

CAPITAL REQUIREMENTS

13. How much will it cost for the following:

	PER WEEK	PER MONTH
Raw Materials (per unit)		
Packaging		
Labor (per unit)		
Facilities (rental or depreciation)		
Transport (if any)		
Administration		
Equipment (rental or depreciation)		
Other		

CAPITAL REQUIREMENTS CALCULATION

MONTH	1	2	3	4	5	6
SALES VOLUME IN UNITS		3,000	6,000	9,000	12,000	12,000
SALES IN MONEY (@ $5)		15,000	30,000	45,000	60,000	60,000
CUMULATIVE SALES IN MONEY		15,000	45,000	90,000	150,000	210,000
PRODUCTION IN UNITS	3,000	6,000	9,000	12,000	12,000	12,000
EQUIPMENT COST	3,000					
MATERIAL COST (@ $2)	6,000	12,000	18,000	24,000	24,000	24,000
NO. OF PERSONNEL	3	6	9	12	12	12
SALARY OR WAGES	3,000	6,000	9,000	12,000	12,000	12,000
RENT	(100)	200	200	200	200	200
ELECTRICITY	(100)	100	100	100	100	100
SUPPLIES	(300)	300	500	800	1,000	1,000
DISTRIBUTION						
OTHER EXPENSES:						
TOTAL EXPENSES	500	600	800	1,100	1,300	1,300
TOTAL COSTS	12,500	18,600	27,800	37,100	37,300	37,300
TOTAL CUMULATIVE COST	12,500	31,100	58,900	96,000	133,300	170,600
NET CASH (OUT) IN	(12,500)	(16,100)	(13,900)	(6,000)	16,700	39,400

(Circled figures must be known before calculating the rest of the chart.)

14. What are your capital requirements?

CAPITAL REQUIREMENTS CALCULATION						
MONTH	1	2	3	4	5	6
SALES VOLUME IN UNITS						
SALES IN MONEY @ $5						
CUMULATIVE SALES IN MONEY						
PRODUCTION IN UNITS						
EQUIPMENT COST						
MATERIAL COST @ $2						
NO. OF PERSONNEL						
SALARY OR WAGES						
RENT						
ELECTRICITY						
SUPPLIES						
DISTRIBUTION						
OTHER EXPENSES:						
TOTAL EXPENSES						
TOTAL COSTS						
TOTAL CUMULATIVE COST						
NET CASH [OUT] IN						

CAPITAL REQUIREMENTS

15. When is the breakeven point for return on investment? (When the net cash shifts from going [out] to coming in.)

BREAKEVEN POINT

16. How much capital is required to start the industry? (This is the highest cumulative cash [out] figure. In the example, it is $16,100. For this amount you should add $3,000 or $4,000.)

CAPITAL REQUIREMENTS

17. What financial arrangements will be best to procure the capital required?

INKIND	GRANT	LOAN

CAPITAL REQUIREMENTS

INCOME PROJECTION WORKSHEET												
MONTHS	1	2	3	4	5	6	7	8	9	10	11	12
SALES IN UNITS	100	200	300	600	1000	1200	1500	1500	1500	1700	2000	2000
SALES IN MONEY	500	100	1500	3000	5000	6000	7500	7500	7500	8500	10000	10000
RAW MAT. COST	100	200	300	600	1000	1200	1500	1500	1500	1700	2000	2000
DIR. LABOR COST	200	400	600	1200	2000	2400	3000	3000	3000	3000	4000	4000
OPER. EXPENSES												
MGMT. SALARIES												
DEPRECIATION												
UTILITIES												
DISTRIBUTION COST												
TOTAL EXPENSES	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400
PROJECTED INCOME	[2200]	[2000]	[1800]	[1200]	[400]	0	600	600	600	1400	1600	1600

18. What do you project as your income for the next 12 months?

INCOME PROJECTION WORKSHEET												
MONTHS	1	2	3	4	5	6	7	8	9	10	11	12
SALES IN UNITS												
SALES IN MONEY												
RAW MAT. COST												
DIR. LABOR COST												
OPER. EXPENSES												
MGMT. SALARIES												
DEPRECIATION												
UTILITIES												
DISTRIBUTION COST												
TOTAL EXPENSES												
PROJECTED INCOME												

LOCAL INDUSTRY WORKBOOK

Promotion

Section Four

PROMOTION

1. Where are your three largest competitors selling this product?

	1	2	3
LOCAL			
REGIONAL			
NATIONAL			
EXPORT			

2. What promotional materials are they using?
   Fill in the ones that have mass appeal; key to obtaining large contracts; special events sales; not sure of effect.

	MASS APPEAL	LARGE CONTRACTS	SPECIAL EVENTS	NOT SURE
MEDIA ADVERTISEMENTS				
SIGNS AND BILLBOARDS				
FLYERS AND GIVE—AWAYS				
FLIP CHARTS				
PRESENTATION BOOKS				
PACKAGING DESIGN				
OTHER				

PROMOTION

3. Brainstorm market possibilities under these categories:

A. Stores approached to handle the product.
B. Wholesale distributors shown the product.
C. Export agents shown the product.
D. Direct sales to consumers explored.
E. Mail order market tested.
F. Presentation materials sent to sales representatives.
G. Third party representation (guardians or advisors present product through their web of relationships)
H. Other.

A. RETAIL STORES	B. WHOLESALERS	C. EXPORT	D. DIRECT SALES
E. MAIL ORDER	**F. SALES REPS**	**G. THIRD PARTY**	**H. OTHER**

PROMOTION

4. What is the target, initial activity, major campaign thrust, and team leader for these promotional activities?

	TARGET *see question 3*	INITIAL ACTIVITY *see question 2*	MAJOR CAMPAIGN *see question 2*	TEAM LEADER
MEDIA ADVERTISEMENTS				
SIGNS AND BILLBOARDS				
FLYERS AND GIVEAWAYS				
FLIP CHARTS				
PRESENTATION BOOKS				
PACKAGING DESIGN				
OTHER PROMOTIONAL MATERIAL				

PROMOTION

5. What is the story you use to sell your product?

History of Project	
Potential of Industry for Employment and Income	
Description of product	
Financial Arrangements	
Distribution Arrangements	
Pitch	

LOCAL INDUSTRY WORKBOOK

Marketing

Section Five

MARKETING

1. What is the selling price of each item in your product as a single item and in quantity lots?

ITEM	PRICE PER UNIT	PRICE IN QUANTITY

2. Create a price list for customers that includes the description, size, color, design, other differentiation, price per unit, and price in designated quantity.

SAMPLE PRICE LIST						
DESCRIPTION	SIZE	COLOR	DESIGN	(OTHER)	PRICE/ UNIT	PRICE/10
MEN'S SHIRT - SHORT SLEEVE	14	WHITE	SNAPS	BROAD CLOTH	$3.00	$29.50
BREAD BOARD	24" x 12"	OAK STAIN	CIRCULAR	EXTENDED HANDLE	$4.00	$38.75
CINDER BLOCK	18"x 12"	GRAY	STANDARD	14 F	$2.50	$24.10

_____HDP	CUSTOMER PRICE LIST					
DESCRIPTION	SIZE	COLOR	DESIGN	OTHER DESIGNATION	PRICE/UNIT	PRICE/ QUANTITY

MARKETING

3. What are the variables in prices for customers?

ITEMS	QUANTITY SALE	DELIVERY COSTS	WHOLESALE	DISCOUNT	SPECIAL ORDERS

4. The order form is your contract agreement.

ORDER DATE 30/2/78 *SAMPLE ORDER* *CUSTOMER* KAMAU'S MOTORS

PAYMENT TERMS CASH ON DELIVERY DELIVERY INSTRUCTIONS WILL PICK UP

QUANTITY	ITEM	PRICE/UNIT	AMOUNT
50	WHITE SHIRT UNIFORM SIZE 20	$3.00	$150.00
	VALUE ADDED TAX 4%		6.00
	TOTAL COST		$156.00

ORDER DATE (TALOMBE INDUSTRIES) CUSTOMER

PAYMENT TERMS ORDER FORM DELIVERY INSTRUCTIONS

QUANTITY	ITEM	PRICE/UNIT	AMOUNT

TALOMBE INDUSTRIES "PEOPLE WHO CARE" P.O. BOX 203, TALOMBE TELEPHONE 769-3428

LOCAL INDUSTRY WORKBOOK

Production

Section Six

PRODUCTION

1. What are the features of the factory building?

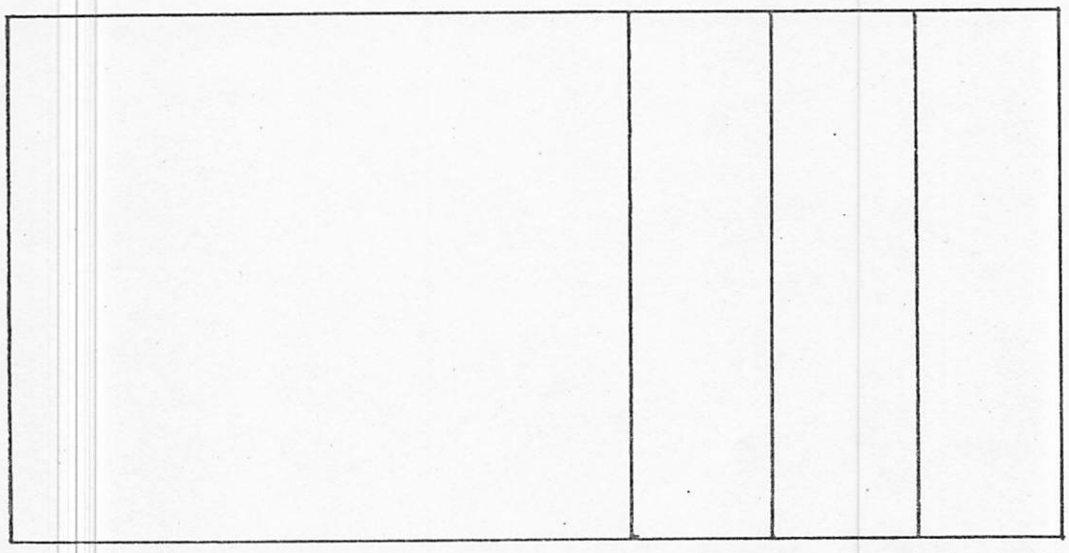
	FLOOR FOOTAGE	NO. OF DOORS	SIZE OF DOORS	LOADING AREA	CEILING HEIGHT	BUILDING MATERIALS	UTILITIES INSTALLED	NO. OF WINDOWS
ENTRY ROOM								
PRODUCTION ROOM								
ASSEMBLY ROOM								
OFFICE ROOM								
SUPPLY ROOM								
YARD								

2. Which operations are done on which machines?

OPERATIONS / MACHINES			

PRODUCTION

4. a. What raw materials are required to make the product?



b. Which of these materials need to be ordered a long time ahead?

c. For which materials would the price be lower if you bought in larger quantities?

d. For which have alternative suppliers been checked for lower prices?

5. What parts wear out or break most often on the machines?

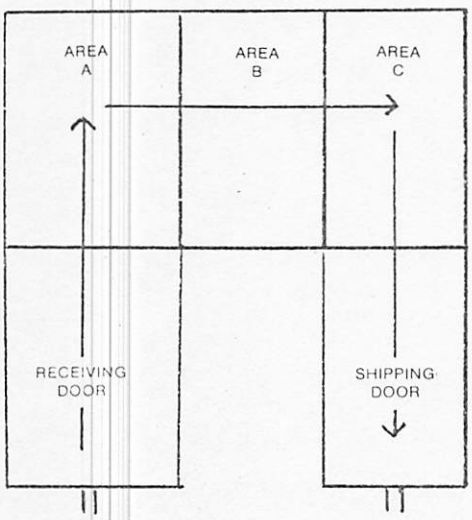
PARTS	NO.

How many of each need to be kept on hand to prevent production delay?

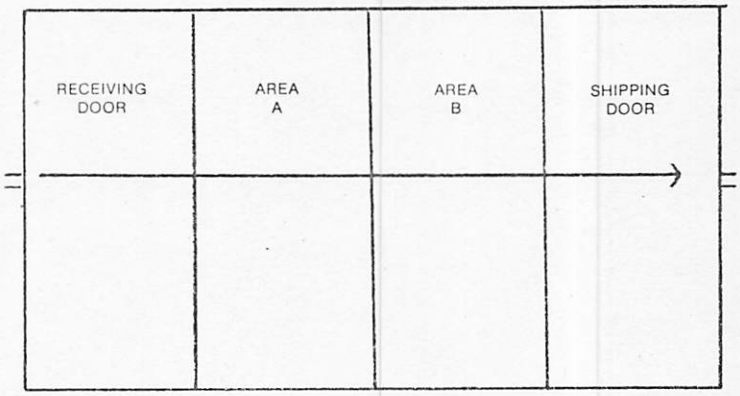
PRODUCTION

Samples—flow of production

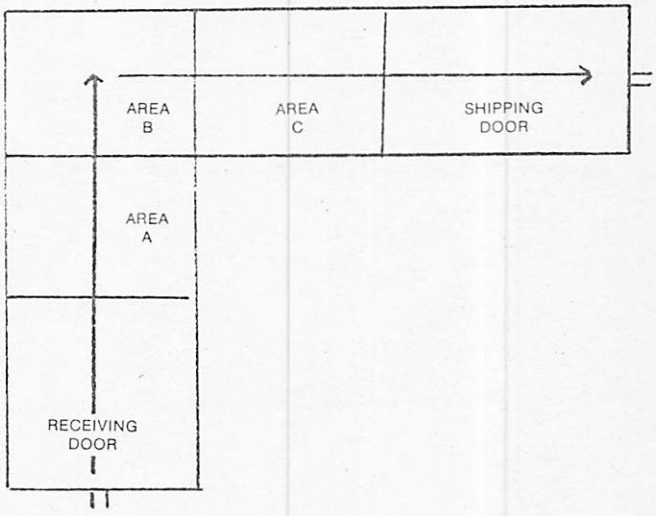
U—FLOW



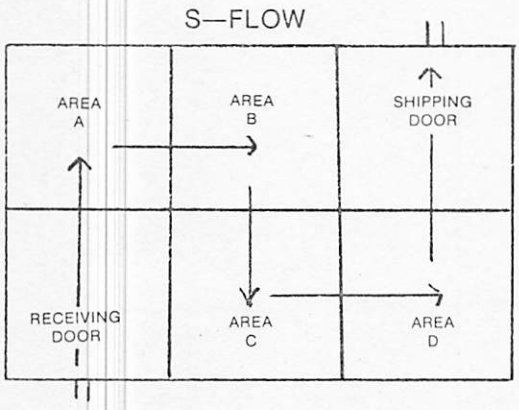
STRAIGHT LINE FLOW



L—FLOW



S—FLOW



3. What is the product flow in your factory?

Note: Allow space for expansion

PRODUCTION

6. Which machines are lubricated and checked

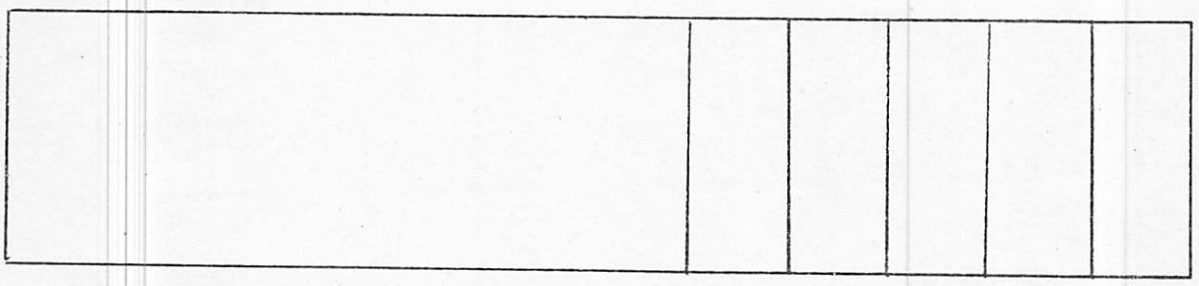
daily _____
weekly _____
monthly _____

Who does this . . . each worker _____
or one person for all machines _____

Is a maintenance schedule posted where all can see it? _____

7. Which steps in production take the most time?

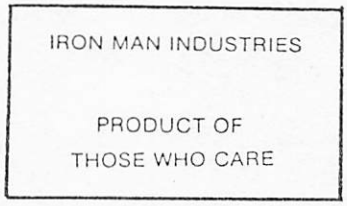
PRODUCTION STEPS



For which of these can production time be reduced —
by buying components ready made?
by designing special jigs?
by obtaining more equipment?
by material handling carts?
by more work space?

PRODUCTION

8. What is the stamp or label for each article to enable customers to report product flaws directly to you?



9. What ways do workers have of proposing product improvements:

WEEKLY MEETINGS
SUGGESTION BOX
MOTIVATION AWARDS
WORKER OF THE WEEK

10. Who is in charge of the following record systems:

RECORD	PERSON
PROMPT BILLING OF PURCHASES	
REPLENISHMENT OF RAW MATERIALS	
CONTROL OF INVENTORY LEVELS	

PRODUCTION

11. What are the procedures to set up the machines for a test run of a product?

PROCEDURES	

12. What is your checklist for a quality product?

QUALITY	
SPECIFICATIONS	APPEARANCE

13. How will poor quality products be disposed of?

14. What are your safety procedures?

SAFETY TRAINING	
SAFETY CLOTHING	
SIGNS	
PROTECTIVE GUARDRAILS	
FIRST AID	
FIRE PROTECTION	
FIREPROOF MATERIALS	
SECURITY SYSTEM	
OTHER	

LOCAL INDUSTRY WORKBOOK

Transportation

Section Seven

TRANSPORTATION

1. What are the raw materials needed for the industry? Where are they located, and will they be delivered to the industry site? If they are not delivered, how often will you need to pick them up?

RAW MATERIALS	LOCATION	DELIVERED	FREQUENCY OF PICK UP

2. Where are the customers located, and how often would they receive a delivery of the product?

CUSTOMERS	LOCATION	FREQUENCY OF DELIVERY

TRANSPORTATION

3. What methods of transport currently exist?

TRANSPORT	YES	NO
RAILROAD		
TRUCKING LINES		
SHIPS/BOATS		
PARCEL POST		
BUS ROUTES		

4. What transportation equipment is available presently, in or near the village?

EQUIPMENT	BORROW	RENT/LEASE	HIRE	INKIND	BUY
TRUCK					
VAN					
CAR					
BICYCLE					
MOTORCYCLE					

5. What will be the best means of transport for the industry's needs? (Plot on a map the locations of raw materials, finished product delivery sites, existing transportation routes, in order to make this decision.)

RAW MATERIALS	FINISHED PRODUCTS

TRANSPORTATION

6. What will be the cost of transportation of raw materials and finished products?

RAW MATERIALS	FINISHED PRODUCTS

7. Do the drivers need training and/or licensing?

8. How much surface area will be required for storage?

RAW MATERIALS	
FINISHED PRODUCTS	

9. These areas will require:

shelves _____

pallets _____

pallet racks _____

TRANSPORTATION

10. What is the best design of space to allow for storage, loading, unloading,and packaging of products? Draw a map with arrows to show product flow.

11. What is the necessary packaging for the finished product to protect it during storage and transporting?

PRODUCT	PACKAGING

12. If breakage or damage occurs during shipment?

— Does the shipper assume the cost?

— Does the industry pay for return transportation cost?

13. What insurance is needed for product shipping?

14. Here are samples of two types of records needed in product distribution:

A. A *Packing Slip* is included with each shipment describing the goods. This is used by the packers of the shipment and is kept by the customer.

IRON MAN INDUSTRIES
MAILING ADDRESS: 342 MAIN STREET

SHIP TO: JOSE GARCIA
978 RIVERA

DATE SHIPPED: 14/2/78

SHIP BY: TRUCK	CUSTORMER ORDER NO. 76 CUSTOMER ORDER DATE 3/2/78

QUANTITY SHIPPED	ARTICLE: CONCRETE BLOCKS
24	

14. Continued

B. A *Waybill* accompanies the shipment. The customer signs it upon receipt of goods and the manufacturer keeps it.

NAME OF COMPANY
ADDRESS

SHIP TO _____
_____
_____

DATE SHIPPED _____

QUANTITY	DESCRIPTION
75 BOXES	240 BEDSHEETS IN EACH BOX NOS. 1-75 TOTAL 18,000 BEDSHEETS

1. SHIPPING STOREKEEPER _____ DATE _____

2. DRIVER _____ VEHICLE NO. _____ DATE _____

3. RECEIVING MANAGER _____ DATE _____

4. RECEIVING STOREKEEPER _____ DATE _____

LOCAL INDUSTRY WORKBOOK

Personnel

Section Eight

PERSONNEL

1. What management form would be most appropriate for this industry?

1. ONE FULL TIME MANAGER	
2. MANAGEMENT TEAM BY DEPARTMENT SUPERVISORS	
3. ROTATING MANAGER FROM EMPLOYEE TEAM.	

2. What are the tasks and skills needed in the industry?

TASKS	SKILLS

PERSONNEL

3. What positions are needed in the industry to perform these tasks?

TASKS	POSITIONS	NO. EMPLOYED

4. Which skills do community residents have that can be used in this industry? Which skills must be learned?

skills	skills residents have	skills to learn on the job	skills to learn in classroom

PERSONNEL

5. Where can residents receive this training?

Training Needed	SCHOOLS			INDIVIDUAL		
	LOCAL	NATIONAL	INTER-NATIONAL	LOCAL	NATIONAL	PROJECT EXPERTISE

6. If project personnel are the teachers, estimate the following:

TEACHING EQUIPMENT COST	CURRICULUM WRITING SCHEDULE	CLASSROOM RENT
CLASSROOM SUPPLIES COST	CLASS SCHEDULE	UTILITIES COST
STUDENT FEE	COMPLETION REQUIREMENTS	TEACHING SALARY

PERSONNEL

7. How many employees will you need to begin operations and at full production?

TO BEGIN	FULL PRODUCTION

8. What agency do you contact to check regulations concerning the following?

	AGENCIES
SAFETY	
SANITATION	
INSURANCE	
MEDICAL CARE	
WAGE LAWS	
BENEFITS	
EMPLOYEE LICENSES	
TAXES	
OTHER	

PERSONNEL

9. How many hours per day and per week will your employees be on duty?

	PER DAY	PER WEEK
MANAGER		
WORKERS		
ASSISTANTS		

10. When and how often is payday?

PAYDAY

11. What will you pay for maternity leave?

MATERNITY LEAVE PAY:	STARTING AT _____
	UNTIL _____
	AFTER BIRTH _____

12. How many paid sick days will you have per month?

13. How many unpaid sick days will be allowed?

14. What criteria will you use to determine illness? (e.g. Doctor's note, phone call before work.)

PERSONNEL

15. How many days of paid leave will be given?

16. How many days of unpaid leave will be allowed?

17. What other benefits will be allowed?

18. What activities are considered serious enough for warnings and/or termination of employment?

19. How many warnings will be allowed within a month?