

Training Report 培训报告



General Information 主要信息

Objective: Hiring and Dispute Management and Grievance Procedure Training

目标：招聘、争端管理和申述程序培训

To introduce the principal and process in hiring to the participants and to facilitate their understanding of the function of hiring procedure as an important means of HR management in a factory and its relation with employee retention and equal opportunity and fair treatment of employees;

向培训学员介绍招聘的原则和程序以便帮助他们理解招聘程序作为一种重要手段在工厂人力资源管理中的重要性，以及招聘程序和员工保留、平等机会、公平对待员工之间的关系。

To introduce the concept of conflict management and to understand the function of grievance procedure as one means of dispute resolution management in a factory.

介绍冲突管理的概念以助于理解冲突管理程序作为争端解决中的一种在工厂的作用

Both trainings are to support the skill development on hiring practice and dispute resolution management, thus enhance capacity to run a functional management procedure in compliance with fair labor practice in participants' factories.

两个培训内容均有助于学员在招聘和解决争端管理中能力的提高，这样就能在学员的工厂内提高对于公平劳工实践的管理程序执行力。

Abstract: 摘要

On August 29 and 30, 2011, FLA training on Hiring and Dispute Resolution took place in Haitao Hotel, Guangzhou. Participants from HR, CR and production sections attended the training.

2011年8月29、30日，公平劳工协会招聘和解决争端培训在广州海涛宾馆进行。参与培训人员来自人力资源部门、员工关系部门以及生产线。

Key outcomes: 主要成果

- a. The participants understood the importance of hiring procedure in workplace and its relation with employee retention as well as equal opportunity and fair treatment of employees;
学员理解招聘程序在工作场所中的重要性以及此程序和员工保留、公平机会和平等对待员工之间的关系
- b. The participants developed skills in hiring procedure and management;
学员在招聘程序和管理中能力获得提高
- c. The participants understood conflicts and different means of conflict resolutions at workplace;
学员了解什么是冲突以及工作场所中解决冲突的不同手段
- d. The participants developed skills and understanding of grievance handling and procedures;
学员对申述管理和程序的理解和能力得到提高
- e. The participants enhanced their analytical skills of understanding strengths and weaknesses of a grievance procedure and how to improve it as a continuous improvement process.

学员提高对申述程序的优点和缺点的分析技巧以及如何将申述管理提高成为一个可持续发展的过程

Participants: 学员

Day 1: 36 participants
第一天培训：36 名学员参加

Day 2: 38 participants
第二天培训：38 名学员参加

Brand Referral: NCAA, Converse, New Balance, AEO, Umbro, adidas, s’Oliver, etc.
品牌推介：NCAA, Converse, New Balance, AEO, Umbro, adidas, s’Oliver 等。

Trainers & observers: 培训教师和观察者

Youli Ge, Senior Advisor, Timeline Consultancy
葛友俐，高级导师，时线咨询

Agenda 日程

DAY 1 第一天	
How important is the hiring Process in your organization? 招聘过程在你的组织中的重要性	Group discussion 小组讨论
What measures do I need to take in hiring? 在招聘中参考何种标准	Presentation and group discussion 讲演以及小组讨论
What steps should a hiring procedure include? 招聘中有哪些步骤	Presentation and group work 讲演以及小组讨论
What general principle should our procedure follow? 招聘程序中有哪些原则	Presentation and large group brainstorm 讲演和大组头脑风暴
What is a job description? 什么是职位描述	Presentation, group work, and sharing 讲演，小组活动和分享
What selection tools should I use? 应该应用哪些选择工具	Presentation and group work 讲演和小组活动
What information should be included in a job application form? 在工作申请表中应包含哪些信息	Group work 小组活动
What channels of recruitment should I use? 招聘有哪些渠道	Group work 小组活动
Case work 案例研究	Group work 小组活动
DAY 2 第二天	
What is conflict? 什么是冲突	Group discussion 小组讨论
How can we manage conflict? 我们如何管理冲突	Presentation 讲演
How can creative thinking help me manage	Group discussion

conflict? 如何用创造性思维来管理冲突	小组讨论
What is mediation? 什么是协调	Presentation 讲演
What are dispute resolution mechanisms based on rights? 在争端解决机制中的权利义务构成	Group discussion 小组讨论
How does power influence consensus building? 权利如何影响共识达成	Group discussion 小组讨论
Why should I focus on the problem and not the person? 为什么我们需要关注矛盾而不是人	Group discussion 小组讨论
What principles should a grievance procedure insure? 申述程序中的原则	Presentation 讲演
What stages should my grievance procedure include? 申述程序包括那些步骤	Presentation and group discussion 讲演和小组讨论

Key Activities & Highlights 主要活动及亮点

The first day of training was centered on principals and criteria in a hiring procedure, how important it is, what steps it takes, what are potential risks of non-compliance to FLA CoC during hiring and recruitment process. The participants were also made to see gaps between their current hiring situation and recommended practices, particularly in relation to equality and non-discrimination and worker retention. Much attention was given to the development of a job description for frontline workers, which was a new concept to many participants. In the discussion groups, many participants agreed that a well developed and accurate description of roles and function and selection criteria in the JD would help them in recruiting the right candidates however before the training, they did not think it was possible to develop JD for all workers. Through group discussion, large group brainstorm, presentation, and other exercises, the participants were inspired to understand a set of principals and instructions in hiring procedure. This formed a good foundation for starting a hiring procedure in HR department toward social compliance.

第一天培训重点在对招聘程序的原则，以及在整个招聘程序和过程中为什么招聘如此重要，招聘中有哪些步骤，针对 FLA 的行为准则不合规的地方的潜在危险进行训练。并且，学员意识到他们现在的招聘程序和 FLA 推荐行为中的一些差距，尤其是对公平和非歧视还有员工保留方面的一些意识。侧重点还在于对生产线工人的职位描述，这对于很多学员来说是全新概念。在讨论中，许多学员同意一个职位描述中比较好的职能，作用和挑选原则刻画能够帮他们在培训钱挑选对的人。他们并不认为对所有工作职位都做职位描述是可能的。通过小组讨论，大组头脑风暴，讲演以及其他联系，学员能够理解在招聘程序中一系列原则。这对于在人力资源部门中展开针对合规性的招聘程序奠定了基础。

The second day of training was focused on introduction of basic concepts of conflicts management and grievance procedure at workplace, what causes it, how people respond to it and what are the means of dispute settlements commonly found at workplace. In addition to an introduction of features of mediation and grievance procedure, much time and attention was given to the introduction of the 11 key steps of a functional grievance procedure with its principals. Gap analysis was applied to encourage participants to identify gaps in their current grievance steps and the steps and principles recommended by the FLA training. Participants are also encouraged to think about how their factories could narrow the gaps in a concrete and practical manner.

第二天的培训侧重于对冲突管理和申述机制基本概念的介绍，包括内容是由什么造成，人们如何回应的以及在工作场所中基本的解决争端处理程序。除了介绍调解和申述程序基本特点，更多的是对申述程序的11个步骤以及原则进行讨论。通过差距分析，学员识别是他们现有申述步骤和FLA推荐步骤之间的差距。通过具体和实际做法介绍，学员也被鼓励对他们如何减少这样的差距进行思考。

Participant Feedback 学员反馈

A total of 34 participants provided feedback on the training on day 1, a total of 29 participants provided feedback on the training on day 2, the average scores summarised in Chart 1 and Chart 2, respectively. The questionnaires asked participants to assign each aspect of the training a numbered score between 1 and 5, one (1) signifying that the quality of that aspect is 'very poor' to five (5), signifying that the quality of that aspect is 'excellent'.

第一天培训一共收到 34 名学员反馈，第二天是 29 名。这两天的平均分数分别在表一和表二中列出。调查问卷是让学员对培训的每个方面从 1-5 分进行打分，1 分表示这个方面“很差”，5 分表示这个方面“优秀”。

Chart 1: Feedback on Hiring Training (Day 1)表一：第一天培训反馈

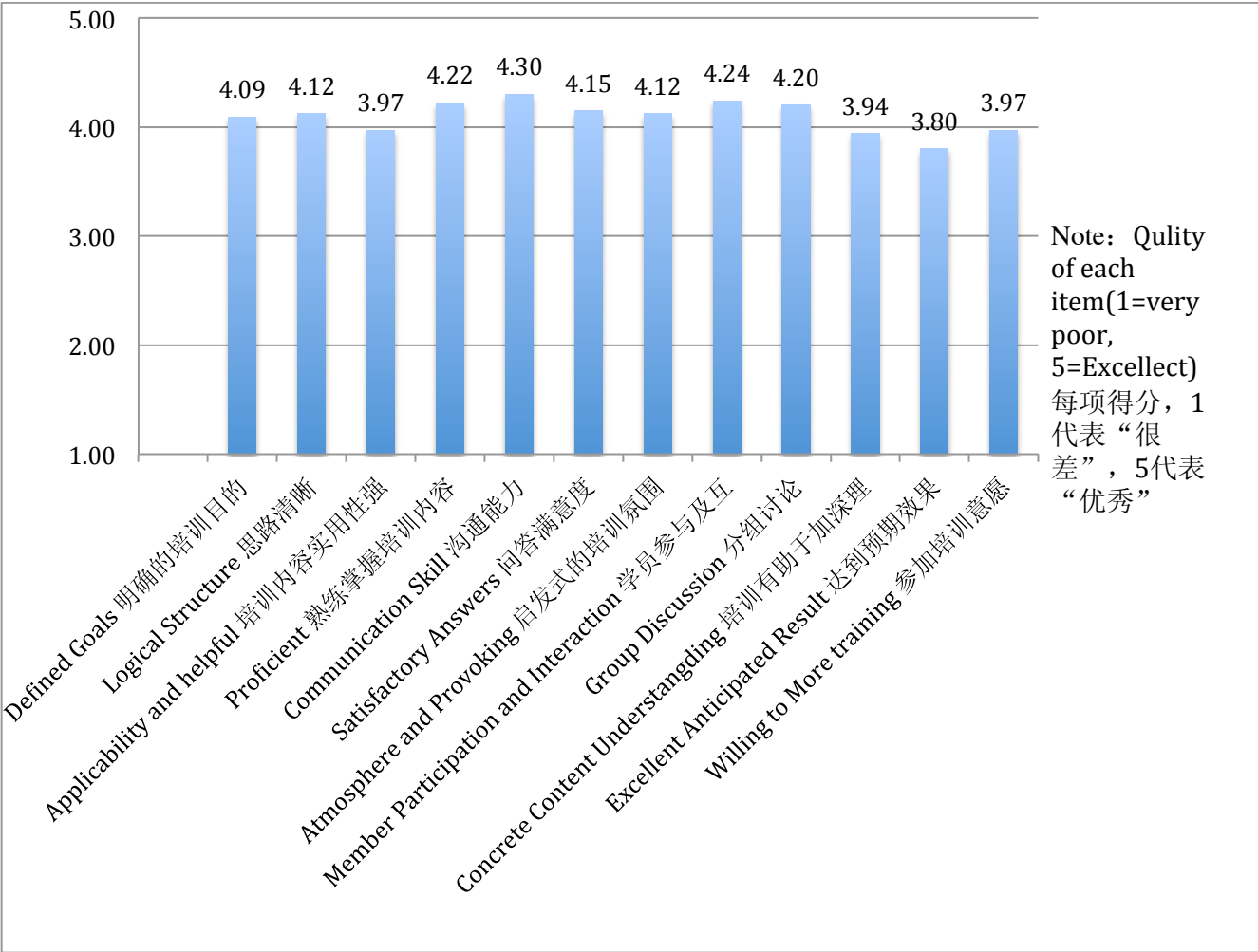
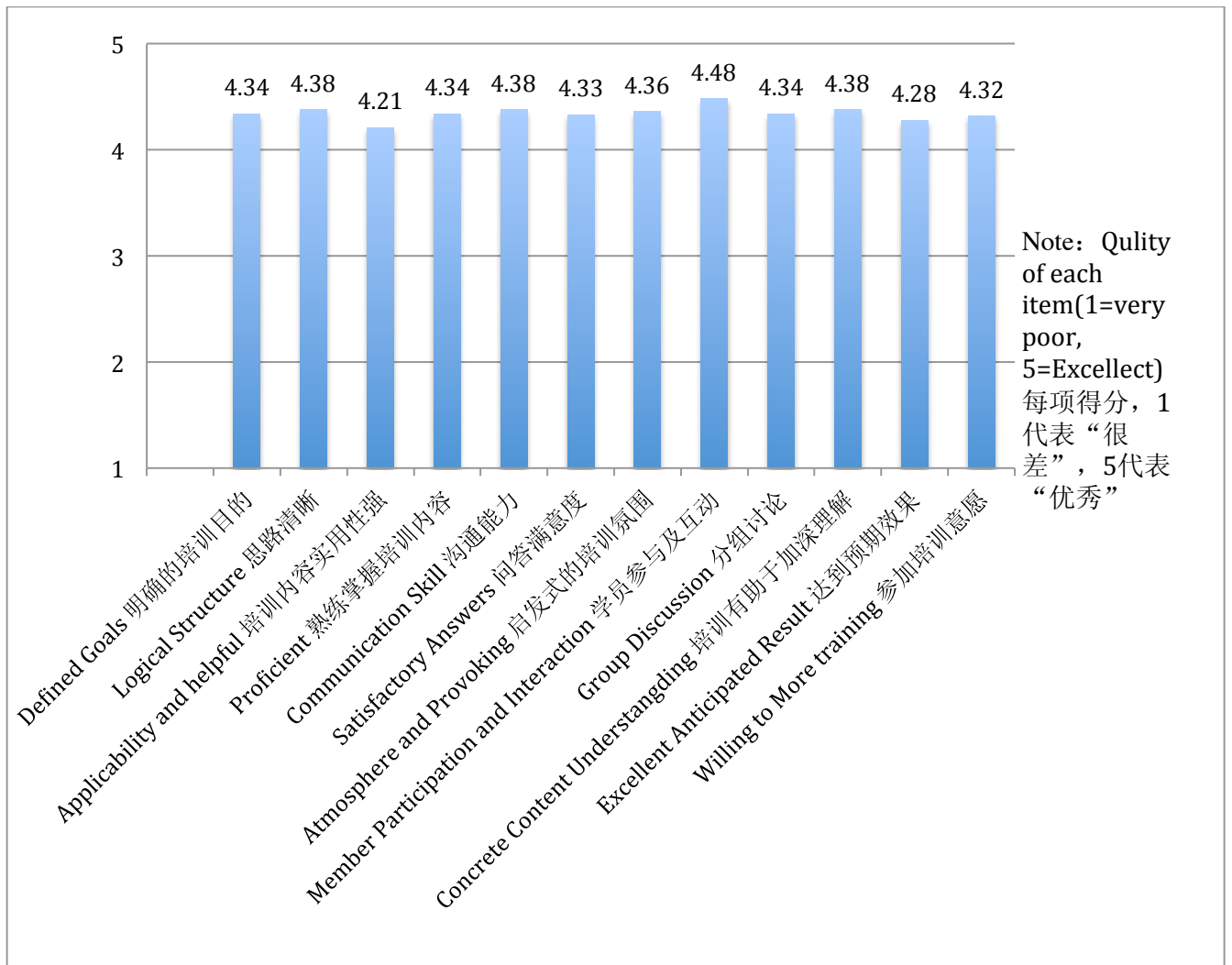


Chart 2: Feedback on GP Training (Day 2)表二：第二天培训



Conclusion 结论

The training was well received by the participants as indicated by the feedback results. In their feedback forms, most of the participants expressed their interest in participating future FLA training courses like this. It would be advisable for FLA and its members to follow up with the factories after the training and encourage them to apply what they learnt in the training into their hiring and GP management system in the factories.

从学员反馈中可以看到培训被他们认可。在反馈表中, 大部分学员展现了他们对未来FLA培训课程的兴趣。对FLA及其成员的建议是, 在培训后跟踪这批工厂以及鼓励他们应用培训中学到的内容到他们工厂的招聘和申述机制管理系统中去。