

FLA – H&M
Worker Participation Project – 1st Factory Training Report
Shanghai Jing-Qing-Rong Garment Co. Ltd.
上海京清蓉服饰有限公司
“员工参与”项目 – 首次工厂现场培训报告

I. Training Agenda 培训日程

1. Morning Session 上午部分

- Opening Remarks & Introduction 开场白及参训人员介绍
- Project Overview 项目概述
- Dialogue Web & As-Is Analysis of Communication Channels 对话网活动&沟通渠道现状分析
- Problem Identification: Introduction of Working Methods and Exercises 问题识别：方法介绍与现场演练

2. Afternoon Session 下午部分

- Cause Analysis: Introduction of Working Methods and Exercises 原因分析：方法介绍与现场演练
- Group Discussion: Roles and Responsibilities of Worker Representatives (WRs) in Optimizing Internal Dialogue 分组讨论：员工代表在完善内部沟通的过程中扮演的角色和承担的职责
- Brain Storm: What Kind of Dialogue Structure Do We Need? 头脑风暴：我们需要怎样的“对话”机制？
- Action Plan Development: Optimizing Internal Dialogue 制定行动计划：优化工厂内部对话实践

II. Training Participant List 参训人员名单

1. Management Team Representatives 管理层代表 *

- Ms. Risa Qin, Assistant to GM 秦春红，总经理助理
- Mr. Guo-Ren Ding, HR Dept., HR Manager 丁国仁，人事部，人事科长
- Mr. Zhi-Bing Yu, Logistics Dept., Administrative Manager 余志兵，后勤部，行政总务科长
- Mr. Fang He, Finance Dept., Financial Manager 何芳，财务部，财务科长
- Mr. Zhong-Ying Zhao, Computerized Knitting Workshop, Director 赵忠银，电脑横机，车间主任

2. Worker Representatives 员工代表

- Ms. Min Wang, Supplementary Material Dept., Sewer 汪闽，辅料库，平车
- Ms. Xian-Qin Wei, Supplementary Material Dept., Sewer 韦先琴，辅料库，平车
- Mr. Xin-Long Yang, High-end Product Workshop, Helper 杨新龙，精品车间，杂工
- Ms. Hong-Ying Jiang, Linking Workshop, QC 江宏英，套口车间，套检
- Ms. Gui-Lan Miao, Linking Workshop, QC 缪桂兰，套口车间，套检
- Mr. Hong-Xing Wang, Computerized Knitting Workshop, Mechanic 王红星，电脑横机，机修工
- Ms. Ying-Fang Dai, Sample-making Dept., Sample Maker 戴英芳，样品间，后整打样员
- Ms. Xiao-Ju Chen, Hand Sewing Group, Hand-Sewer 陈小菊，手缝组，手缝工
- Ms. Xiu-Qin Wu, Knitting, Worker 吴秀芹，横机车间，横机工
- Mr. Fa-Qing Li, Knitting, Workers 李发青，横机车间，横机工
- Mr. Zhi-Hui Li, Laundry Room, Worker 李智辉，洗衣房，洗衣工

* Note: Due to an unexpected change of work schedule, Mr. Wen-Ming Zhang, Board Director was not able to attend the training as planned. 备注：由于临时出现工作计划的变动，公司董事长/总经理张文明未能按计划参加培训。

- Ms. Xiu-Qun Mao, Ironing Workshop, Group Leader 毛秀群, 整烫车间, 组长
- Ms. Li-Fang Chen, Finished Product Workshop, Group Leader 陈立芳, 成品车间, 组长
- Ms. Hui-Jie Su, Purchasing Dept., Purchase Clerk 苏慧洁, 采购部, 采购文员

III. Training Activities & Highlights 培训活动与亮点

1. Project Overview 项目概述

- All participants, especially the WRs were engaged in an interactive and inspirational discussion of a story of two donkeys, which helped them realize the key importance of “dialogue” between workers and managers and how win-win situation can be achieved through “dialogue”. Based on this open discussion, the project goals, contents, flow of activities as well as project features were spelt out. 通过解读一个“两头驴”的卡通画, 所有参会人员, 特别是参训员工代表展开了充满启发性的互动讨论和交流, 认识到员工和管理层之间“对话”的核心重要性以及如何通过“对话”实现共赢。在互动讨论的基础上, 培训师阐述了项目目标、核心内容、活动安排及项目特征。

2. Dialogue Web & As-Is Analysis of Communication Channels 对话网活动&沟通渠道现状分析

- All training participants were engaged in creating a “dialogue web” that reflects the actual communication flow in their daily life in the factory, which was then followed by a more structured group-work analysis of all existing communication channels and their effectiveness. 所有参训人员共同参与编织“对话网”的互动活动, 反映出他们在工厂日常运作中信息流的真实现状, 然后进行分组讨论, 进一步系统地分析工厂目前存在的沟通渠道及和评价它们的有效性。
- Through these activities and discussion, participants became highly aware of the lack of effective communication between high-level management and production-floor workers and the communication gaps between workers/worker representatives from different workshops. 通过上述活动, 参训人员明确地认识到工厂的基层员工和管理高层之间存在沟通障碍, 而且来自不同车间部门的员工代表之间也缺乏有效的沟通。

3. Exercising Methods on Problem Identification and Cause Analysis 演练问题识别与原因分析的实用工作方法

- Meta-plan card method and “voting by dots” method were applied to discussions of real issues in the factory. All participants were engaged in voicing their concerns and excessive overtime, canteen food and wages turned out to be the top three issues for improvement. 通过探讨工厂存在的实际问题来介绍和演练“卡片展示法”和“计点投票法”。所有参训人员都积极表达自己的意见, 最终超时加班、食堂伙食和工资成为大家公认的三个最亟需改善的问题。
- Participants were familiarized with “fishbone diagram” and “priority matrix” methods by practicing them in group-work discussions, which helped identify the key cause among all causes. 通过在分组讨论中实际演练, 参训人员熟悉和掌握了“鱼骨图”和“优先顺序表”两种原因分析方法, 并最终找出了导致问题的关键因素。

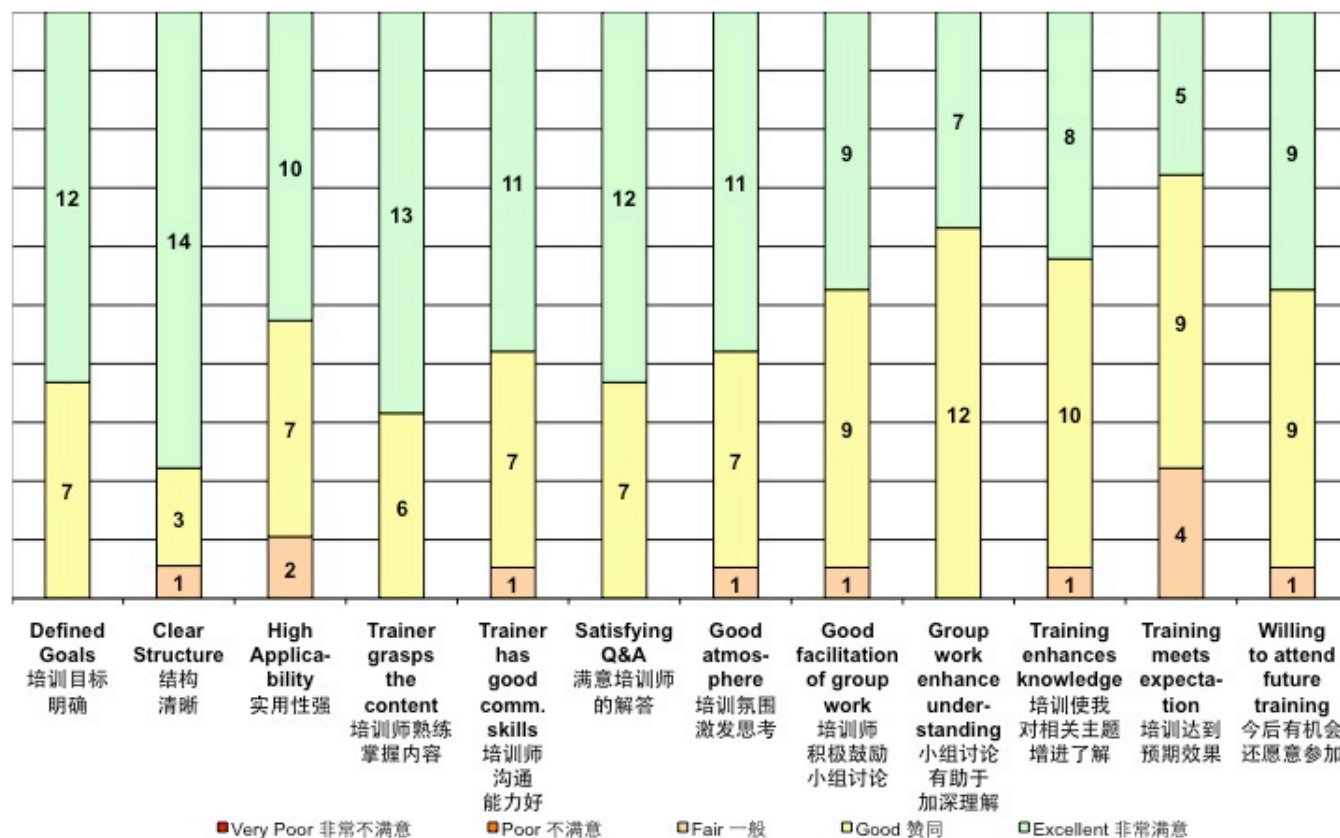
4. Discussion and Action Plan on Optimizing Internal Dialogue 有关优化对话实践的讨论及行动计划

- Through group-work discussions on the roles and responsibilities of WRs, the importance of WRs being elected directly by workers was highlighted; moreover, participants came to realize that WRs should not just serve as two-way informational channels but also should process information collected from workers and prioritize key messages to communicate with management. 通过有关员工代表角色和职责的分组讨论, 参训人员明确了员工代表由员工直接选举的重要性, 并且进一步意识到员工代表不仅要充当双向沟通的桥梁, 而且还要对从员工那里搜集到的信息进行处理, 区分优先次序后再与管理层进行沟通。
- After a brain-storm session where both workers and managers spoke up to suggest possible ways to establish dialogue, an

action plan on optimizing internal dialogue was developed jointly by all participants, which included concrete steps to communicate the training achievements to all workers and to ensure WRs are trusted by workers. 员工和管理层代表通过一个头脑风暴环节畅所欲言有关建立“对话”机制的建议和想法，在此基础上，所有参训人员共同制定了一个优化对话实践的行动计划。该计划中就如何向全体员工沟通本次培训的成果以及如何确保员工代表获得员工信任给出了具体的步骤。

IV. Feedback of Participants 参会人员反馈

All nineteen participants submitted their completed training evaluation forms (Note: Two participants each left one question unanswered in the form). Besides the overall high ranking shown by the chart below, participants also gave positive feedback in their written comments. Most participants highly appreciate the training style of the FLA trainer and 12 participants hope to spend more time discussing real-life issues, e.g. overtime and wages. Regarding pre-training preparations, 8 participants suggest that they want to be better informed about the training in advance.



V. Conclusion 总结

The key objectives of the first on-site factory training are to make both management and workers/WRs realize the need to improve internal communication and to help them jointly identify and analyze real problems through dialogue, which both have been fully achieved. After the training, Mr. Wen-Ming Zhang, Board Director/GM of the factory, although absent from the training, expressed his full support for the implementation of the action plan on optimization of internal dialogue, which is critical for the democratic election of future WRs and the establishment of a sustainable dialogue structure. 首次工厂现场培训成功实现了两个核心目标，即让管理层和员工/员工代表意识到改善内部沟通的必要性，进而帮助双方通过对话来共同识别和分析工厂存在的现实问题。培训结束后，未能参训的张文明董事长/总经理对于实施优化对话实践的行动计划

计划表示全力支持。这对于员工代表的民主选举以及可持续性对话机制的建立都起着关键作用。