

**FLA – H&M**  
**Worker Participation Project – 1<sup>st</sup> Factory Training Report**  
**Hop Lun Garment (Dongguan) Ltd.**  
合隆制衣（东莞）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** <sup>①</sup>

**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) 分组讨论：员工代表的角色与职责
- 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. Group Company Management Team Representatives 集团公司管理层代表** <sup>②</sup>

- Mr. Ellis Li, Group Company Production GM 黎焯刚，集团公司生产部，总经理
- Mr. Forrest Peng, Group Company, Compliance Manager 彭剑，集团公司合规管理部，经理
- Mr. Benny Lv, Compliance Dept., Manager 吕少俊，集团公司合规管理部，经理
- Mr. Dennis Chen, Compliance Dept., Director 陈德林，集团公司合规管理部，主任
- Ms. Clark Yang, Compliance Dept., Internal Auditor 杨焕，集团公司合规管理部，内审员
- Ms. Helen Jiang, Compliance Dept., Customer Service Representative 姜美丽，集团公司合规管理部，客服代表

**2. Dongguan Factory-Level Management Team Representatives 东莞工厂管理层代表**

- Ms. Yin-Jie Li, Dongguan Production Dept., Vice GM 李映捷，东莞工厂生产部，副总经理
- Mr. Yan-Rong Hu, Dongguan Production Dept., Production Manager 胡延荣，东莞工厂生产部，经理
- Ms. Yun-Xia Duan, Dongguan Production Dept., Workshop Director 段云霞，东莞工厂生产部，副经理
- Mr. Lynn Liang, Dongguan Factory HR & Admin. Dept., HRA Manager 梁永明，东莞工厂人事行政部，经理
- Ms. Qian Yu, Dongguan Factory HR & Admin. Dept., HR Director 于茜，东莞工厂人事行政部，主任
- Ms. Ling Zhang, Dongguan Factory Compliance Dept., Assistant 张玲，东莞工厂人事行政部，文员
- Ms. Qun Zhou, Dongguan Factory Compliance Dept., Assistant 周群，东莞工厂人事行政部，文员

<sup>①</sup> Due to urgent production orders and strict overtime control, the FLA trainer was requested to shorten the lunch break from 1.5 hours to 45 minutes so that the worker participants can leave the training and resume production one hour earlier than originally planned. 由于工厂正在处理紧急订单而且必须同时执行严格的工时管控，FLA培训师被要求将午休时间从1.5小时缩短为45分钟，从而使参训员工能比原计划提前一小时恢复生产。

<sup>②</sup> Due to conflicting schedule, Mr. Ellis Lai, Group Company Production GM only attended the first half of the morning training session. He therefore did not fill in the training evaluation form. 由于与其他公务安排的时间相冲突，集团公司生产总经理黎焯刚先生只参加了上午前半部分的培训，因此未填写培训反馈表。

- Ms. Jessie Guo, GM Office, Assistant 郭异花, 总经理办公室, 助理

### 3. Factory-Level Worker Representatives 工厂员工代表<sup>③</sup>

- Ms. Shui-Mei Chen, Sewing Dept. A01-07, Sewer 陈水妹, 车缝A01车间07组, 车工
- Ms. Jie Han, Sewing Dept. A02-04, Sewer 韩洁, 车缝A02车间04组, 车工
- Mr. De-Sheng Li, Sewing Dept. A03-07, Sewer 李德胜, 车缝A03车间07组, 车工
- Mr. Jia-Qi Liu, Sewing Dept. A04-10, Sewer 刘家琦, 车缝A04车间10组, 车工
- Ms. Hui-Fang Guo, Sewing Dept. A06-03, Sewer 郭慧芳, 车缝A06车间03组, 车工
- Ms. Hua-Xiu Sun, Packing Dept. Group B, Group Leader 孙花秀, 包装部B组, 组长
- Mr. Min Wang, Machine Repair Dept., Mechanic 王敏, 机修部, 机修工
- Ms. Jie-Qing Lu, QC Dept., QC 卢洁清, 品质部, 品管员

### 4. Workshop-Level Worker Representatives 基层员工代表<sup>④</sup>

- Ms. Dai-Qiong Zhou, Sewing Dept. A01-01, Assistant Worker 周代瓊, 车缝A01车间01组, 辅助工
- Ms. Miao-Lian Chen, Sewing Dept. A04-01, Sewer 陈妙连, 车缝A04车间01组, 车工
- Ms. Jian-Ping Chen, Sewing Dept. A05-02, Sewer 陈建萍, 车缝A05车间02组, 车工
- Ms. Xi-Sheng Huang, Packing Dept. Group A, Assistant Worker 孙花秀, 包装部B组, 辅助工

## 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 and flow of activities 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、核心内容及活动安排等内容。

### 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, including Mr. Ellis Lai 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 group-work analysis of all existing communication channels and evaluation of their effectiveness. Through these awareness-raising activities and discussions about potential room for improvement, the following points were highlighted as a result: (1) Insufficient communication channels between ground-floor workers and higher-level management staff; (2) lack of effective cross-department and cross-workshop communication among the factory-level and workshop-level WRs. 包括黎焯刚先生在内的所有参训

<sup>③</sup> According to the organizational structure of the factory's Worker Representative Committee, there are in total 15 factory-level worker representatives (WRs), i.e. two from each of the six sewing workshops, two from the packing department and one from the machine repair department. Due to urgent production orders, only 8 WRs were able to join the training as originally planned. 根据工厂的员工代表委员会的组织架构图, 工厂层面的员工代表共有15名: 车缝部下属的六个车缝车间每个车间2名、包装部2名、机修部1名。由于处理紧急订单的需要, 只有8名员工代表按原计划参加了现场培训。

<sup>④</sup> Due to the fact that five out of the six sewing workshops have around 400 workers in each workshop (each workshop has 11-12 sewing groups of 40 workers), based on the recommendation of the FLA trainer, new workshop-level WRs were identified before the training so that each sewing group has either a workshop-level WR or a factory-level WR. 鉴于工厂六个车缝车间中的五个每个都有约400名员工 (每个车间有11-12个车缝小组, 每组约40人), 在FLA培训师的建议下, 工厂在现场培训前在车缝小组层面新产生了基层员工代表, 从而使得每个车缝小组都有一名工厂员工代表或者基层员工代表。

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，然后通过分组讨论分析工厂目前存在的沟通渠道并评价它们的有效性。通过上述意识提升活动，参训人员重点意识到下列问题：(1) 工厂的基层员工和管理高层之间的沟通渠道不够多元；(2) 工厂员工代表以及基层员工代表之间缺乏跨车间和跨小组的有效沟通。

### 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

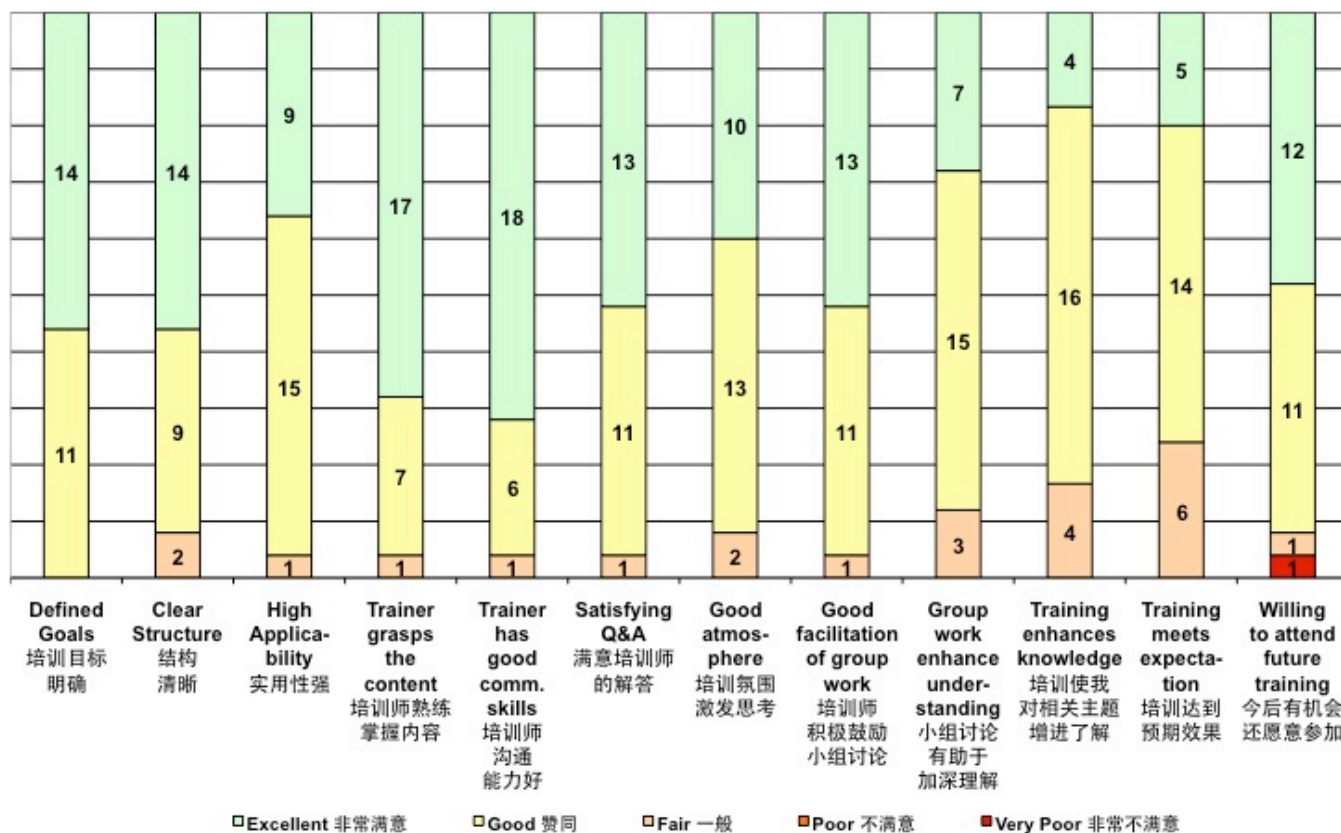
- Meta-plan card method, “voting by dots”, “fishbone/tree diagram”, “priority matrix” methods were introduced and applied to a series of activities and group discussions targeting real issues in the factory. All participants were engaged in sharing their thoughts and practicing the collective analytical methods to reach common understanding and joint decisions. As a result, canteen food services, high turnover rate and wage increase issue turned out to be among the groups’ top concerns for improvement. 通过一系列的互动活动和分组讨论，参训人员将培训师介绍的“卡片展示法”、“计点投票法”、“鱼骨/树状图”和“优先顺序表”实际应用于探讨工厂存在的现实问题。所有参训人员都积极分享自己的想法，并参与演练集体分析和决策的方法以达成共识。最终，食堂伙食、“留人难”和工资上调问题成为大家公认最亟需改善的问题。

### 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 before communicating 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 openly suggested possible ways to optimize internal dialogue, an action plan was jointly developed. Not only training results are to be communicated to group-company decision-makers and factory workers in a timely manner, concrete steps are to be taken to have both workshop-level and factory-level WRs re-elected directly by workers. 员工和管理层代表通过头脑风暴环节分享各自关于优化内部“对话”的建议和想法。在此基础上，所有参训人员共同参与制定了下一步的行动计划。该计划中不仅规定将培训成果向集团公司高层和全体员工及时进行沟通，而且还明确了由员工直接投票重新选举工厂员工代表和基层员工代表的具体步骤。

## IV. Feedback of Participants 参会人员反馈

All twenty five participants who signed up for the training submitted their completed training evaluation forms (Note: One participant left one question unanswered in the form). The chart below shows the overall high ranking given by all participants. When asked about the favorite part of the training, seven participants highlight the personal training style of the FLA trainer and fifteen participants express their appreciation for the successful engagement of both management and workers in interactive discussions. The negative written comments mainly focus on the training organization: five participants suggest that full-day training is too long for peak production season and two complain about the shortened lunch break. 共计25名登记参训人员全都提交了培训反馈表（注：其中一位参训人员的反馈表中留有一个未答问题）。下图显示出本次现场培训在参训人员中间获得了整体上的积极评价。当问到培训中最喜欢的部分，7位参训人员在反馈表中表示喜爱FLA培训师个人的培训风格，15位参训人员对管理层和员工共同参与互动讨论给予了肯定。参训人员对于培训的负面意见主要集中在培训组织工作上：5位参训人员表示生产旺季进行全天培训时间太长，还有2位提出中午午休时间不应该缩短。



## 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. The key achievement of the training is the joint decision on re-election of both workshop-level and factory-level WRs, which sets a solid ground for the success of future project activities. 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。本次培训的一个核心成果是就工厂和基层员工代表的重新选举达成共识，这为成功开展后续项目活动打下了坚实的基础。