

Training Report



General Information 培训基本信息

Training name: FLA-H&M Worker Participation Project Launch Meeting
培训名称: FLA-H&M “员工参与”项目启动研讨会

Date: 29 April 2010 / 日期: 2010年4月29日

Venue: H&M Shanghai office / 地点: H&M 上海办公室

Participants: / 参会人员:

- Hop Lun Garment (Dongguan) Ltd. / 合隆制衣 (东莞) 有限公司 (Hop Lun)**
 - Mr. Ellis Lai, Group Company Production GM 黎焯刚, 集团公司生产总经理
 - Mr. Forrest Peng, Compliance Manager 彭剑, 集团公司社会责任经理
 - Mr. Lynn Liang, HRA Manager of the Dongguan factory 梁永明, 东莞工厂的人事行政经理
- Shanghai JingQingRong Garment Co., Ltd. / 上海京清蓉服饰有限公司 (JQR) ¹**
 - Mr. Wen-Ming Zhang, Board Director/GM 张文明, 董事长/总经理
 - Ms. Zhong-Qing Dai, Vice GM on Production 戴忠庆, 生产副总
 - Ms. Hong Chen, Vice GM on Quality 陈红, 品质副总
 - Mr. Guo-Ren Ding, HR Manager 丁国仁, 人事经理
 - Ms. Risa Qin, Assistant to GM 秦春红, 总经理助理
- H&M China / H&M中国**
 - Mr. Marcus Wilert 马克, 社会责任经理
 - Ms. Free Fu 傅赞丽, 社会责任审核员
- Fair Labor Association / 公平劳动协会**
 - Mr. Chi Chen, Capacity Building Senior Assistant 陈持, 能力建设高级助理
 - Ms. Ying Sun, Training Service Provider 孙莹, 特聘培训师
 - Ms. Xiao-Lei Qian, Assessment & Survey Manager 钱小蕾, 评估与调研经理

Agenda 日程安排

- Morning Session 上午部分**
 - Opening Remarks & Introduction 致欢迎词和初始介绍
 - Project Background & Overview of Project Activities 项目背景与项目活动概览
 - Project Goals and Key Features 项目目标及项目特征
 - Key Components of Dialogue Training 对话培训核心内容概述
 - Reference Project: WE Project in China 参考项目: WE项目在中国
- Afternoon Session 下午部分**
 - Group-work focusing on: 1) strengthening the learning from the morning session and provide feedback; 2) favorable conditions as well as challenges when implementing the project; 3) specific goals and expectations of top management for implementing the project
围绕三个方面展开小组讨论: 1) 强化对上午内容的理解并给予反馈; 2) 讨论项目实施的有利条件和挑战; 3) 管理层对项目实施的具体目标和预期
 - Brief introduction of the preparatory process for on-site factory trainings
简介工厂现场培训前的准备工作流程

¹ Note: Due to conflicting schedule, only Ms. Risa Qin attended the afternoon session of the training.
备注: 由于与其他公务安排的时间相冲突, 该公司除秦春红外的其他人员都未能参加下午部分的培训。

- Introduction of the various FLA assessment tools and the relevant requirements
介绍FLA的系列评估工具和相关要求
- Action Plan Development: Launching the Project in the Factories
以工厂为单位制定各自具体的项目启动行动计划

Key Activities & Highlights 研讨会核心活动与亮点

1. Project Introduction 项目介绍

- A brief introduction of the project background and structure, with an emphasis on the project's successful implementation and positive impact in Bangladesh. 陈持先生简要介绍了项目的来源和设计框架，并重点强调了项目在孟加拉国的顺利开展和良好反响。
- All participants were engaged by the FLA trainer in an interactive and inspirational discussion of a story of two donkeys, which helped them realize how common goals can be achieved through "dialogue". Based on this open discussion, the project goals and project features were spelt out, which was followed by a cross-factory group-exercise to deepen their understanding. 通过解读一个“两头驴”的卡通画，所有参会人员展开了充满启发性的互动讨论和交流，进而认识到这两头驴的共同目标如何通过“对话”得以实现。在互动讨论的基础上，培训师阐述了项目的目标以及项目的特征，而后参会人员通过一个工厂代表交叉分组的小组练习进一步加深了理解。
- A brief introduction of the key components of the dialogue training and an overview of the content of the dialogue toolbox 简要介绍对话培训的核心组成要素和对话培训工具箱。

2. Interactive Discussion on Best-Practices from WE Project 围绕WE项目最佳实践案例的互动讨论

- The FLA trainer shared various best-practice cases from WE project, which highlight the key value of the dialogue approach as well as the measurable real-life benefits gained by the WE suppliers through developing self-supporting internal dialogue structure. 培训师分享了来自WE项目的若干最佳实践案例，这些案例突出体现了对话培训的核心价值以及WE项目供应商工厂通过建立自我支持的内部对话机制而获得的实在的、可量化的收益。
- All factory participants were quite impressed by the successful "dialogue" cases on the factory level and showed strong interests in knowing greater details, especially how workers can be engaged in goal analysis for wage improvement. 参会人员对工厂层面的真实“对话”案例表示出浓厚的兴趣，纷纷追问实际操作中的细节，特别是如何让员工参与目标分析及如何通过“对话”实现企业的工资改善。

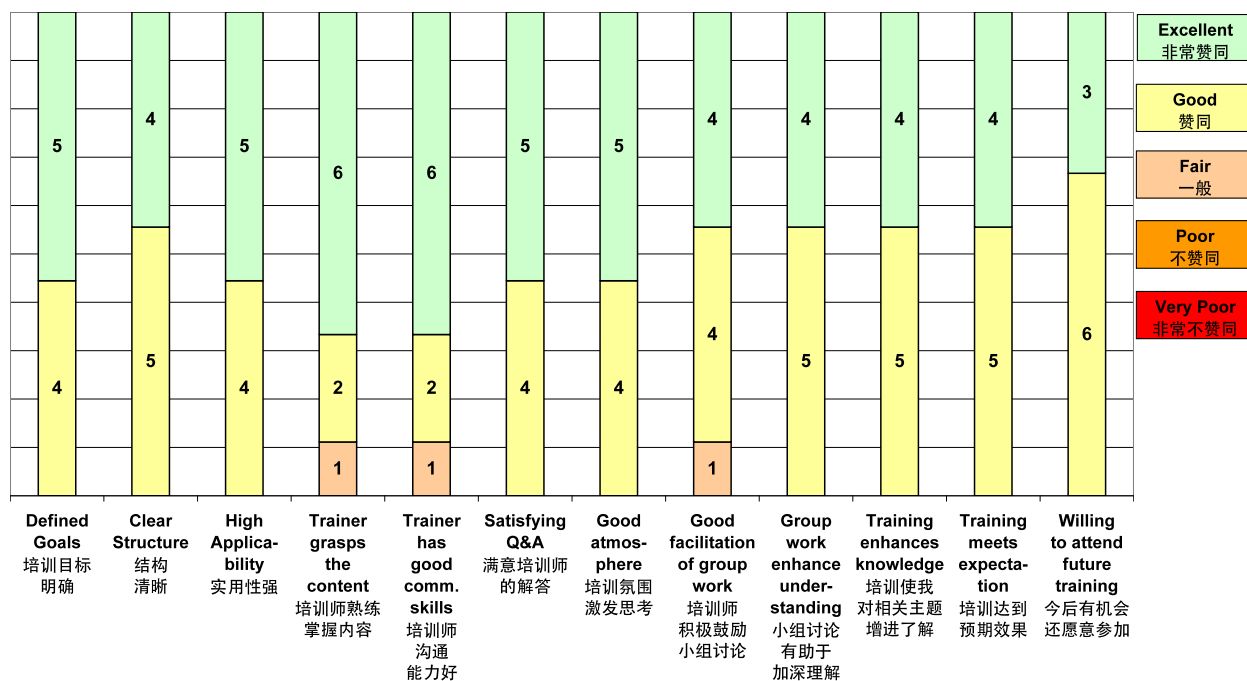
3. Group-work Analyzing Factory Situation and Developing Action Plan 分析工厂情况的分组讨论

- Based on the reflection of new learning points about the project, all participants were engaged in discussing factory-specific situations with respect to project implementation. The result of the group-work shows that the two factories shared some common favorable conditions, i.e. the commitment and support of top management and the existing worker representation and communication channels. Moreover, Hop Lun added that their workers have relatively higher satisfaction level regarding wages and hours, which provides a good basis for opening "dialogue". 在讨论有关项目的新认识的基础上，参会人员分组结合项目分析各自工厂的现状。分组讨论的结果显示两家工厂在项目实施方面存在共通的有利条件，即高层的支持以及现存的员工代表机制和沟通渠道。此外，Hop Lun补充强调他们的员工对工时和工资较高的满意度是开展“对话”的良好基础。
- Two factories also expect to face various challenges when implementing the project, including the workers' lack of the sense of belonging, middle & floor-level management's lack of communication skills, and high turnover rate, etc. 两家工厂也探讨了各自会遇到的困难，包括员工缺乏归属感、中基层管理人员缺乏沟通技巧以及偏高的流失率。
- Both factories discussed their specific goals and expectations of the project, which include reducing turnover rate, increasing productivity, harmonizing worker-management relationship, improving social compliance level and enhancing the key competitiveness of the company. 两家工厂讨论确定了各自实施项目的目标和预期收益，包括降低流动率，提高劳动生产率，和谐劳资关系，改善社会责任的实施和提升企业核心竞争力。
- In order to prepare the factories for the next-step project activities, both factories were asked to develop a concrete action plan in order to: 1) communicate to factory employees about the project;

2) establish a project committee and identify a project manager; 3) work with the trainer to finalize the training design for the first on-site factory training; 4) prepare the workers/worker representatives, floor supervisors and other management staff for the training. 为了帮助工厂为后续项目活动做好准备，两家工厂都被要求制定具体的行动计划，从而能够1) 向工厂员工介绍项目；2) 成立项目委员会并任命项目负责人；3) 与培训师沟通确定首次现场培训的设计方案；4) 帮助员工/员工代表、基层主管和其他管理人员为培训做好准备。

Feedback of Participants 参会人员反馈

All eight factory representatives and Ms. Free Fu submitted their completed training evaluation forms. Besides the overall high ranking shown by the chart below, participants also gave positive feedback in their written comments. Most participants highly appreciate the interactive training style, especially the way the trainer opens their mind and inspires them to think out of the box. Some participants hope to spend more time discussing real-life cases. 所有8位参会的工厂代表和傅赞丽女士提供了培训反馈意见。如图所示，他们对会议工作给予了积极评价。大多数参会人员欣赏会议的互动性，特别是培训师启发大家如何跳出思维定式思考问题。一些参会人员还希望能有更多时间讨论实际案例。



Conclusion 总结

The key goal of the launch meeting, which is to gain commitment and support from top management of both factories, has been fully achieved. The key value of enhancing internal dialogue has been successfully transferred and key decision-makers of both factories have shown strong interests in dialogue training. The helpful results of the group-work and the development of action plans on launching the project at the factory level have set a good foundation for future cooperation in project implementation between all parties.

项目启动研讨会成功地实现了其核心的目标，即获得两家工厂高层对项目的承诺与支持。不仅改善企业内部对话的核心价值得到了传达，而且两家工厂的决策层都对“对话培训”产生了浓厚兴趣。分组讨论的有益成果以及在工厂层面启动项目的行动计划的制定为将来项目实施过程中各方的合作奠定了良好的基础。