

Training Report



General Information 培训基本信息

Training title: Hours of Work

培训名称：工时管理

Date: 17 May 2011/日期：2011年5月17日

Venue: CCCT Training Center, 8 Chenfeng Road, International Service Business Park, Kunshan/地点：昆山(近安亭) 花桥，晨风路8号，CCCT培训中心

Participants: / 参会人员：

1.

	Factory/Company	Brand referral
1	汉佰（南京）纺织品有限公司	Hanes
2	福建泉州瑞邦体育用品有限公司	Umbro
3	Sure Honest International Limited	AEO
4	苏州华音制衣有限公司	JONES, AEO
5	World Commerce International Ltd	AEO
6	Shanghai Weijie Garment Co., Ltd	Adidas
7	江苏亚源制帽有限公司	Adidas
8	淮安源通制帽有限公司	NEW ERA , OUTDOOR
9	中山市晋宏制衣有限公司	AEO
10	New Times Group	AEO
11	Guangdong Esquel Textiles Co. Ltd	Tommy, Nike
12	Changzhou Esquel Garment Co. Ltd.	Tommy

13	时代万恒（辽宁）民族贸易有限公司	AEO
14	上海勤越服装有限公司	PVH
15	S. Oliver	S. Oliver
16	CATHAYA	AEO
17	河南新亚服装有限公司	AEO
18	浙江新亚实业有限公司	AEO
20	华能(宁波)制衣有限公司	Umbro
21	上海梅花针织有限公司	Nike
22	Nike Inc	Nike
23	Chenfeng Group	

2. INFACT Global Partners Ltd. 香港逸岸咨询有限公司

- Mr. Dave Zhao, Trainer 赵勇, 培训师
- Mr. Frank Wang, Trainer 王陆军, 培训师

Agenda 日程安排

1. Morning Session 上午部分

- Opening remarks & Introduction 致欢迎词和开场介绍
- Defining Hours of Work 工时的定义
- The pressure of China's increasing minimum wage 中国工资上涨的压力
- The relationship between wages and working time 工资与工时之间的关系
- Length and quality of working time 工时的长度和质量
- Learning and using the Ishikawa diagram for root cause analysis 根因分析法（鱼骨图）介绍和运用

2. Afternoon Session 下午部分

- Analyzing key internal relationships 工时要素相关分析（内部因素）
 - ◆ Work organization and production 工作安排和生产
 - ◆ Workforce 员工
 - ◆ Management 管理
 - ◆ Internal environment 内部环境
- Analyzing key external relationships 工时要素相关分析（外部因素）
 - ◆ Buyers 客户
 - ◆ Suppliers 供应商
 - ◆ Other companies 其他公司
 - ◆ External environment 外部环境
- Managing working time 有效的工时管理

Description & Highlights 描述与亮点



1. Training Introduction 培训介绍

- The trainer briefly explained that the Hours of Work (HoW) training course would combine basic and advanced HoW training materials developed by the Fair Labor Association. The purpose of the training was to help the participants understand how to better manage working hours and prevent excessive overtime in the face of challenging customer codes of conduct and current requirements of national law on hours of work. 培训师简要介绍此次一天培训课程是基于FLA开发的工时管理基础版和高级版的培训教材。此次培训目的是帮助参与者了解如何更好地管理工时并避免过度加班，尤其是在目前面临客户的行为规范和国家法律规定工作时间的挑战下。
- The topics of “The relationship between wage and working time” and “Length and quality of working time” and subsequent group discussions helped each participant think thoroughly about the costs and consequences of working time and overtime, and thus to understand the importance of carefully managing working time. 有关“工资与工时之间的关系”和“工时的长度和质量”这两个课题和随后的小组讨论启发了学员深入思考工时和加班的带来的影响及其成本，使学员认识到工时管控的必要性。
- The trainer introduced the Ishikawa method of (fishbone) diagramming for root cause analysis and facilitated the group discussion exercise on how to identify the root causes of excessive working hours. Complementing this framework and the root causes each group identified, the trainer presented analysis of key interconnections of internal and external factors affecting working time. 培训师介绍了鱼骨图根因分析法，并用小组讨论的方式让学员练习使用鱼骨图根因分析法来分析导致过度加班的根本原因。按照这个分析框架并结合学员的分析结果，培训师在下午从内外因角度对影响工时的要素进行了相关性分析。
- In light of the root causes that the groups identified, the trainer facilitated another group discussion to encourage the participants to draft both short-term and long-term action plans and solutions to working hour issues. Then the trainer introduced the topic of “Managing working time” and shared suggestions and case studies on how to reduce excessive overtime. 在培训师介绍和分享“有效工时管理”的建议和案例之前，培训师用小组讨论的方式让各组学员针对之前别组所作的根因分析提供短期和长期的工作计划和解决方案。

2. Group Discussion 小组讨论

- **What is the impact of excessive working hours on productivity, product quality and workplace health and safety?** 过长工作时间对生产力，产品质量和员工的健康安全有哪些影响？

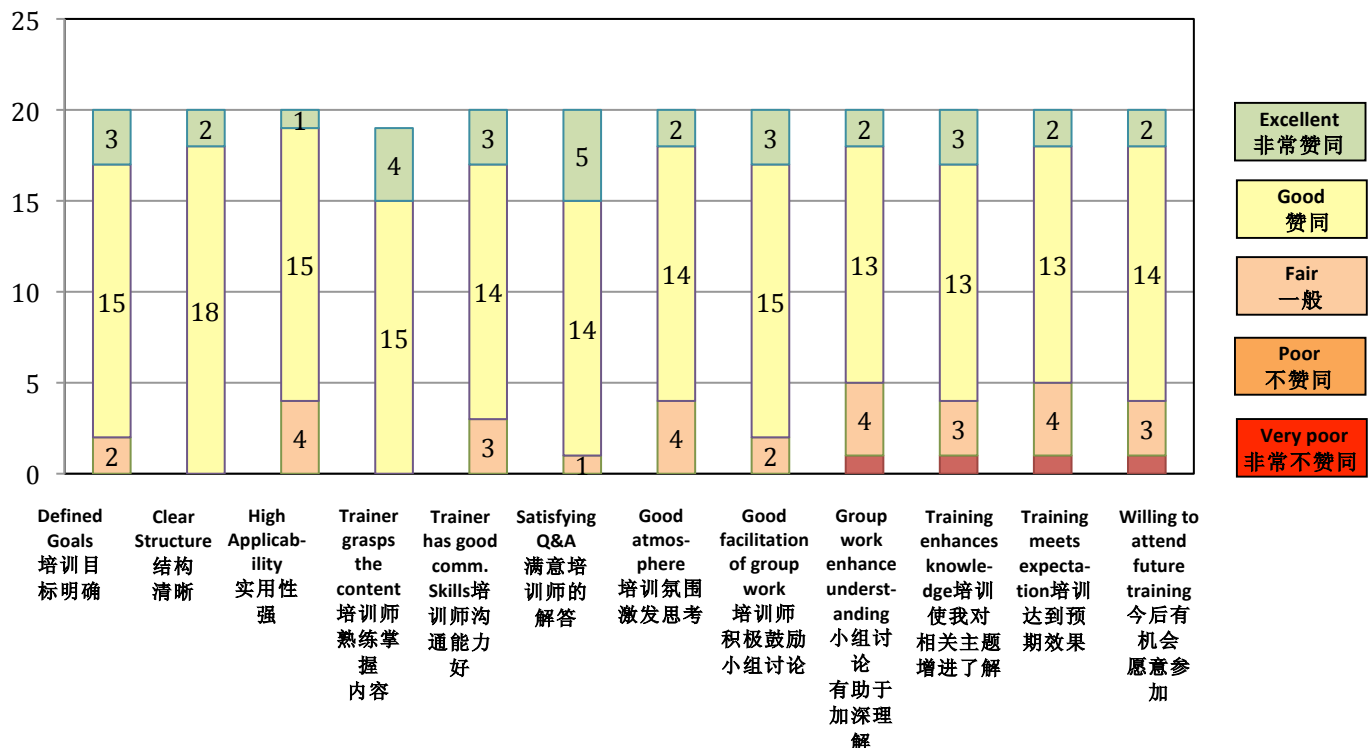
Each group was required to write down the effects of long working hours on productivity, quality and health and safety on a clipboard after discussion. The participants concluded that the overall impact of long working hours is negative. 要求每个小组写出过长工时对生产力，产品质量和员工健康和安全的影 响。经过小组讨论，学员能得出过长工时所带来的影响大多比较负面。

- **Use the Ishikawa (fishbone) diagram to identify the root causes of excessive working time and to draft short-term and long-term action plans.** 使用鱼骨图根因分析法来分析过长工时的根本原因，并在不同小组间针对根因提供短期和长期的行动计划和解决方案。

The trainer defined five “bones”, or main points, for the diagram, which are people, machines, materials, method and environment. Each group was required to take two of the “bones” for group discussion, and to write down any other root causes that they could identify. During another group discussion session after the presentation of “Analysis on the key (internal and external) relationships”, each group was required to present their action plans and solutions for the other group’s root causes. 培训师定义鱼骨图中的5根“骨头”，分别是人员，机器，物料，方法和环境。每组被要求选取2根“骨头”，并尽可能多地写出相关的根本原因。在“工时要素相关分析（内，外部因素）”的幻灯片演示之后，每组被要求针对之前别的小组所写根本原因提供短期和长期行动计划和解决方案。

Feedback of Participants 学员反馈

Twenty participants submitted their completed training evaluation forms after the training session. Besides the overall high ranking shown by the chart below, participants also gave positive feedback in their written comments. Most participants greatly appreciated the training content and the interactive group discussion. Some participants wished to spend more time on case studies and overtime control. 有20位学员在培训结束后提供了培训反馈意见表。如图所示，他们对培训课程给予了积极评价。大多数学员赞同培训内容和互动式的小组讨论形式。一些学员还希望有更多时间讨论“案例分析”和“加班管控”。



Conclusion 总结

The Hours of Work (HoW) training course successfully achieved its objective of helping the participants understand the definition of hours of work, the impact of long working hours and the relationship between wage and working time. Furthermore, the participants learned the Ishikawa root cause analysis method to identify and analyze the root causes of excessive working time, which will help the participants enhance their capacity to manage working hours and reduce and prevent excessive overtime. The training course also helped the participants better understand working hour regulations and clients' expectations, and enlightened and encouraged the participants to adopt action plans to better manage working hours through more effective production management systems. 工时管理课程成功地实现了其目标，使学员不仅了解了工时定义，过长工时的影响以及工资与工时的关系，有更多的学员学习了根因分析法并对过长工时的原因进行了识别和分析，这将有助于学员加强管控工时的能力并减少和预防过度加班。本次培训也使学员更好地理解工时相关规定和客户与品牌的期望，并启发和鼓励学员采取进一步的行动，通过更有效更精益的生产管理体系达到更好的工时管理的目的。