Consultation Report 咨询报告

General Information 主要信息

Objective: To provide technical support to the High Rock (HR) team in finalization of GP Policy and Procedures and in development of GP training plan for the general workforce as well as those who will be handling grievances in HR department.

目标: 为天石的人力资源团队提供申诉程序的培训计划，政策和步骤在最后定稿阶段的相关的支持，为负责申诉程序的职员提供培训。

Key outcomes / 主要成果：

- Identification of weak areas in the GP policy and procedures that was newly drafted by the HR team and achievement of consensus on how they should be improved, specific areas to be improved include but not limited to, a) inclusion of a clear statement of non-retaliation; b) adding an appeal mechanism to the procedures; c) adding a worker rep consultation step into the process before the policy and procedure are endorsed by the top management.

  找出人力资源团队最新起草的申诉程序的政策和步骤的薄弱环节，对于如何改进也取得了一致的意见，在具体的领域应该包括（但不只限于）以下几点 ：a) 列入明确的不报复声明；b)在整个程序中增加上诉这个步骤；c)在全部的政策和程序被高层批准前增加工人代表咨询这一项。

- Explored and agreed upon the strategy of GP training to the entire workforce by HR, the specifics of the training strategy agreed upon included: objectives of this training for each group of audience; timeframe, media and methodology, scope, content and key messages for each audience category, e.g. general workers, new workers, managers and those who will handle grievances.

  人力资源部门探讨并确定了针对全体职工的申诉程序培训的方案，方案的具体细节包括：每组培训学员的目标，时间框架，培训手段和方法，范围，内容，小组的分类应该包括；一般工人，新工人，管理人员和操作申诉程序的职员。

- Better understanding of PTC and how to collect PTC data from the new and enhanced GP mechanism.

  更好的理解进度衡量图表，如何从新提高的申诉程序机制中收集关于进度衡量图表的信息。

- Consensus reached on more specific and clear milestones of the action plan.

  关于行动计划达成了清晰、具体的共识。

Participants / 学员:

January 8, 2011 / 2011年1月8日

3 participants attended the consultation.

三名中层管理者参加了本次咨询。

March 3, 2011 / 2011年3月3日

4 participants attended the consultation.

四名中层管理者参加了本次咨询。

Trainers / observers for both days 培训师和观察员:

- Youli Ge, Senior Advisor, Timeline Consultancy – trainer
  葛友俐，培训师（时线咨询，高级顾问）
- Wendy Zhao, Compliance Officer, Columbia – observer and ally
  Wendy Zhao，观察员（Columbia， 企业社会责任专员）

Agenda 日程

The consultant provided two-day consultation services after the training. Below are agenda of both days 在培训之后培训师又提供了两天的咨询服务。日常安排如下：

January 8, 2011 / 2011年1月8日

- A report on steps made in GP improvement since the training;
  培训之后分步实施的申诉程序的改进计划；
- Review of the action plan and advising the HR team on how to make the plan a SMART one;
  审查这份行动计划，并就如何改进给出建议；
- Consultant training on PTC focusing on what, why and how.
  为了让学员了解什么是进度衡量图表，为什么引入，以及如何使用，进行了培训。

March 3, 2011 / 2011年3月3日

- A report on steps made in GP improvement since the last consultation;
  分享自上次咨询之后改进和完善了的申诉程序改进计划
- Consultant gave feedback to Feb. PTC;
  咨询师对二月份的进度衡量图表给出意见回馈；
- Joint review of the newly drafted GP Policy and Procedures with consultant's inputs pointing to the weak areas in the document followed by joint exploration of solutions for their enhancement;
  审查最新的起草的申诉程序的政策和步骤，咨询师结合学员门的修改意见，给出改进办法；
- Joint development of GP training strategy and planning for the entire High Rock workforce throughout 2011 and beyond
  结合整个天石职员的实际情况给出2011年及以后申诉程序策略的发展和规划。

Observations & Noted Challenges 收获和挑战

- A dedicated working team in the HR department committed to upgrading its GP operations to a higher level in line with guidance suggested by FLA training materials and instruments;

  经过对FLA培训材料和工具的学习之后，人力资源部门承诺成立专门的工作小组，来进行申诉程序的升级；

- Quick learners in High Rock team who understood the role of GP as a necessary response to the new challenges of workforce management, rather than something to be driven by the brands for the sake of satisfying code standards;

  天石内部的学习小组认识到为了应对员工管理所带来的新挑战，申诉程序是必要的, 甚至要比品牌所要求标准还要高；

- Remarkable progress has been made at the working level on GP awareness and operations up to date;

  对申诉程序的认识和操作水平在工作水平上已经取得了显著的进步。

However / 然而，

- The new insights and skills and capacity built in GP remained and restricted to whose who went through the learning process associated with FLA project;

  关于申诉程序的新视角、方法和能力建设仍然局限于学习过FLA相应项目的学员；

- There has been no sign that the change process in GP had been understood and appreciated by the top management of High Rock;

  还没有迹象表明申诉程序的整改过程已经得到了天石高层的理解和支持；

- Since the GP improvement actions would inevitably involve revisions of policy and procedure, roles and responsibilities of individuals and departments handling GP and even a new interdepartmental relation and interaction, political support by the top management is necessary;

  申诉程序的改进无可避免的会涉及到政策和程序的修改，负责申诉程序的个人和部门所担任的角色和责任，甚至产生新的互动关系，所以得到高层的全力支持是非常必要的；

- In absence of political and corporate support for such change, the progress made so far would remain at individual and individual department level.

  由于要达到如此的变革没有高层的全力支持是不行的，目前整个的革新还维持在个人和个别部门这样的层级。

Conclusion & Recommendations for Further Action
进一步行动方案的意见和建议

- Initial awareness and learning and capacity building on GP has laid a good foundation at HR and dedication and commitment of the working staff there was outstanding. Sustainable improvements and smooth operation of the new GP program rely on political support and endorsement of this change process by the top management, which is not there.
  人力资源部门最初关于申诉程序认识、学习和能力建设都为以后打下了良好的基础，工作人员的表现是突出的。新的申诉程序项目的持续改进和有序提高，这样的过程都需要高层的全力支持，但是还没有得到高层的支持。
- It is recommended that similar training and awareness exercises be provided to top management in order to bring them to the pace of progress and development with those who are already trained by the FLA.
  同时建议高层也能参加关于申诉程序的类似培训和演示活动，使他们能和经过申诉程序培训的员工能有相同的认识，这样有利于申诉程序今后的发展和提高。