

Training Report 培训报告



General Information 主要信息

Objective: The third and last on-site factory training session at Hop Lun Garment (Dongguan) Ltd. aimed to further enhance the participants' ability to apply the Six-Step Method in resolving conflict, seeking win-win solutions and enabling workers and managers to jointly optimize the internal dialogue structure to ensure sustainable improvement.

目标: 在合隆制衣（东莞）有限公司进行的第三次也是最后一次工厂现场培训旨在进一步巩固参训人员运用“六步法”化解劳资冲突和寻求共赢解决问题的能力，同时帮助员工和管理层通过合作共同优化工厂内部的对话机制，从而确保长期的、可持续性的改善。

Abstract: In total ten worker representatives (WRs) and nine management representatives participated in the one-day on-site training, most of who also participated in the two previous training sessions. All participants were fully engaged in interactive training activities, and focused discussions and their capabilities to tackle potential conflicts in future negotiation and dialogue. Moreover, the training achieved substantive results in the optimization of WR work mechanism and dialogue structure.

摘要: 共计10名员工代表和9名管理层代表参加了为期一天的现场培训。他们当中的绝大多数人都参加过前两次的现场培训。所有参训人员通过积极参与各项互动活动和讨论加强了应对和解决协商对话中劳资冲突的能力。不仅如此，工厂内部对话机制以及员工代表工作机制的完善都在本次培训过程中取得了实质性的成果。

Key outcomes /主要成果:

- **Enhanced learning on how to resolve conflicts and to negotiate common goals in an effective way.**
深入了解和学习了如何化解劳资冲突和如何进行高效的协商从而就共同目标达成共识。
- **Based on the learning from the role-play session, workers and managers jointly developed guidelines on how to ensure constructive dialogue in the future.**
在参与角色扮演的基础上，员工和管理层代表共同将自己的所学所感通过草拟一份《协商对话指南》记录下来。
- **A detailed action plan on training for workshop-level WRs and the establishment of a cooperation board meeting between HR head and WRs was jointly developed by workers and managers, with the support of the FLA trainer.**
在FLA培训师的协助下，员工和管理层代表共同制定除了一份关于基层员工代表培训和定期召开合作对话会议的行动计划。

Participants /学员:

1. **Group Company Management Team Representatives** 集团公司管理层代表
Three participants attended the training. 三名学员参加了培训。
2. **Dongguan Factory-Level Management Team Representatives** 东莞工厂管理层代表
Six participants attended the training. 六名学员参加了培训。
3. **Factory-Level (2nd Level) Worker Representatives** 工厂级（二级）员工代表

Eight participants attended the training. 八名学员参加了培训。

- 4. Workshop-Level (1st Level) Worker Representatives 基层（一级）员工代表**
Two participants attended the training. 两名学员参加了培训。

Trainers & Observers / 培训师 & 观察员:

- Ms. Ying Sun, FLA Trainer (Executive Director, Sustainability Agents, Shanghai)
孙莹, FLA培训师(执行总监,可持续性咨询机构—上海代表处)
- Ms. Wendy Jiang, Observer (Senior Auditor, Puls Guangzhou)
江玮欣,观察员(资深审核员,帕尔斯广州代表处)

Agenda 日程

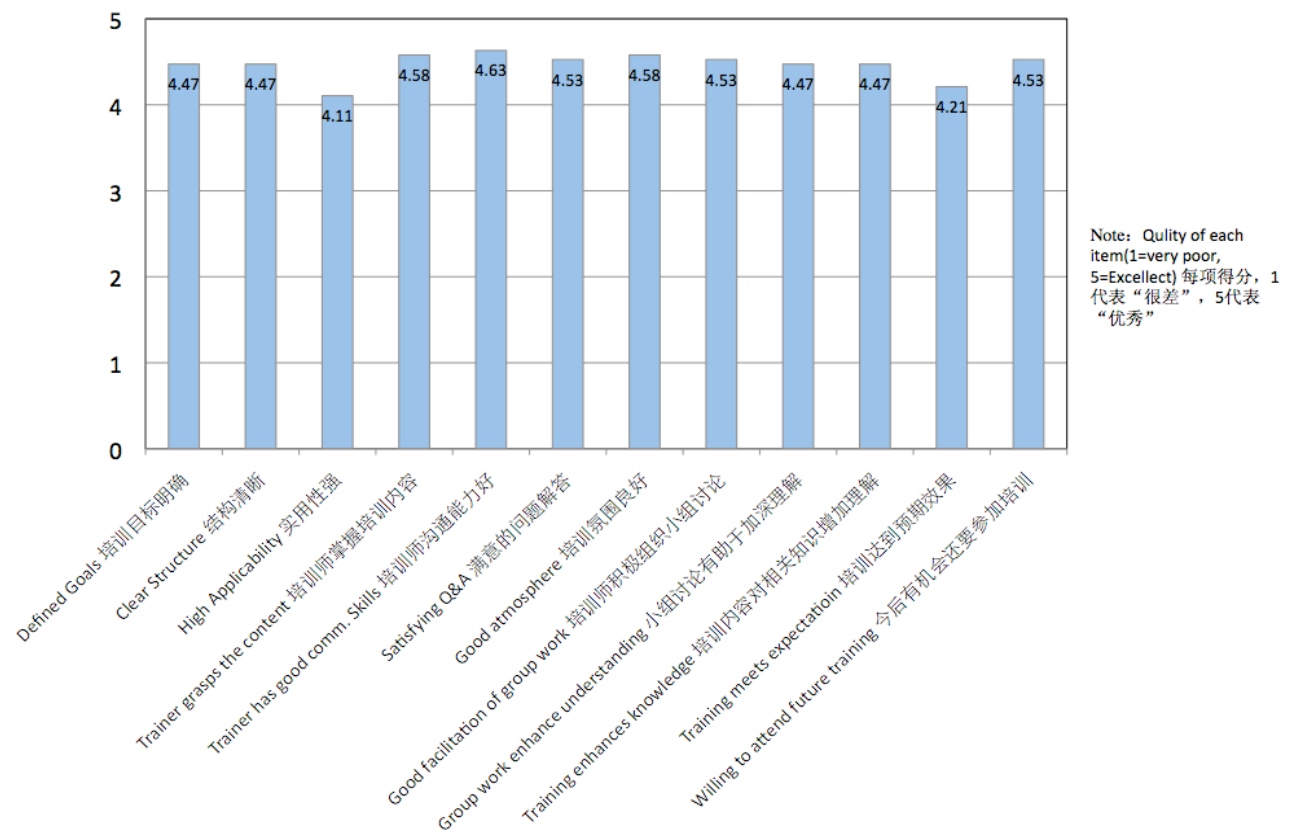
- Joint review of the content of the previous training and the implementation of the previous action plan
共同回顾上次培训的内容及行动计划的完成情况
- Goal Analysis: Effective Negotiation & Conflict Resolution
有效的谈判协商与冲突解决
- Application of the Six-Step Method in tackling the optimization of the internal dialogue structure
实战演练“六步法”以优化内部对话机制
- Plenary Discussion & Summary
全体讨论&总结

Key Activities & Highlights 主要活动 & 亮点

- 1. Effective Negotiation & Conflict Resolution 有效的谈判协商与冲突解决**
 - The “story of the orange” was recapped and all participants engaged in a lively discussion. An example of a factory-level story of conflict was analyzed in order to tackle the question of how to discover mutually beneficial goals underneath the surface of the conflict between the different positions and proposed solutions. Participants’ learning was further enhanced through a role-play session and they documented key learning points about good communication and constructive negotiation in the form of guidelines, which they planned to share with the entire factory. 大家首先一起回顾了“两兄弟分橙子”的故事,接着大家通过分析一个关于劳资冲突的真实工厂案例展开了讨论,试图回答一个问题,即如何才能在看似对立的既定立场以及冲突的解决方案的背后寻求互惠互利的共同目标。参训人员的认识通过随后的角色扮演环节得到了深化,而且大家把自己对良好沟通和建设性协商对话的领悟和学习要点归纳为一份《协商对话指南》,并计划与全厂员工分享与共勉。
- 2. Application of the Six-Step Method 实战演练“六步法”**
 - The problem jointly identified by workers and managers was that worker representatives have not been functioning effectively to improve internal communication and initiate constructive dialogue. The participants were separated in to two groups to do cause analysis, and then common goals were successfully identified in the plenary. After a brainstorming session, all participants agreed to a specific design of new communication channels between workers, workshop-level WRs and factory-level WRs, as well as a monthly cooperation board meeting with the management, which is supported by the concrete action plan developed towards the end of the training. 员工和管理层代表共同识别出的问题是员工代表未能有效的发挥改善内部沟通的作用,也未能充分地与管理层进行建设性的对话。参训人员分成两组进行了原因分析,然后全体共同确定了共同目标。经过寻求解决方案的头脑风暴环节,大家就新的改善方案达成了一致,包括建立员工、基层及工厂级员工代表相互间的新的沟通渠道以及员工代表内部碰头并与管理层召开月度合作协商会议的工作流程。该改善方案最终在培训结束前落实为一系列具体的行动计划。

Participant Feedback 培训反馈

A total of nineteen participants submitted their anonymous training evaluation forms. The chart below shows the overall positive evaluation. Seventeen participants highlighted the trainer's training style, inspiring training activities and the interactive role-play as the most enjoyable feature of the training. Regarding topics to be added or discussed further, seven participants mentioned internal communication improvement, six mentioned specific problems and workers' real concerns (e.g. canteen food) and three mentioned the participation and training of workshop-level worker representatives and all employees. In terms of negative comments, one stated that the training time was too long and one suggested that some discussions were hard to follow. 共计19位参训人员匿名提交了培训反馈表。下图显示出本次现场培训获得了参训人员的积极评价。17位参训人员表示最喜欢的地方是培训师的沟通能力和引导以及角色扮演环节和具有启发性的互动游戏。对于希望能进一步深入讨论或增加的议题，参训人员中8位提到内部沟通的改善，6位提到工厂存在的实际问题和员工诉求（如食堂伙食问题），3位提到一级员工代表乃至全员的参与与培训问题。关于培训的负面意见，1位认为培训时间太长，1位觉得有些问题难以理解。



Progress Tracking Chart: Survey Result 项目进展跟踪表：调查结果

In total 19 PTC forms were submitted to the FLA trainer after the third factory visit. Positive changes on internal communication were explicitly reported in all forms, with 16 mentioning improved communication skills, and more effective and better-structured communication (through the election of WR Directors) between WRs and managers. Three forms mentioned that management took real actions to answer to

workers' complaints/concerns and three highlighted the reduced management-worker conflict. Three forms stated that the WRs, especially factory-level WRs, have shown stronger commitment to their roles and have been communicating more actively with workers and workshop-level WRs. The unpleasant issues reported include: 1) workers were not motivated and active enough; 2) it is still difficult to communicate with some workers; 3) the newly established task team on communication improvement, i.e. the "sandwich group" has not been functioning well enough. 共计19份跟踪调查问卷在现场培训结束后被回收并提交给培训师，全部问卷都反映了沟通方面发生的令人高兴的变化。其中16份问卷都肯定了管理层和员工沟通能力和技巧的提升，且员工代表通过选举主任/常务委员后能更有组织地与管理层对话。3份问卷提到了管理层重视员工的意见并能及时进行处理，3份问卷提到劳资冲突/车间的争吵减少；还有4份问卷反映员工代表，特别是工厂级员工代表更加积极主动地扮演自身角色，希望更加紧密地联系员工和车间级员工代表。共有4份问卷陈述了有关沟通的不愉快的事，具体包括：1) 员工与管理层在车间现场的争吵（2份）；2) 员工还需要更多学习和改善（1份）；3) 员工反映的问题总得不到改善（1份）。

Conclusion 结论

Based on the achievements of the two previous on-site training sessions, the training objectives of the third training visit have been fully achieved. With the support of the FLA trainer, the WRs and the management team are both fully motivated to push forward the internal dialogue to a new level. The action plan to extend the WR training to workshop-level WRs and to initiate regular monthly dialogue meetings highlights the top management's genuine commitment to the worker-participatory approach, and also reflects the determination and capability of the workers and the management in the factory to seek long-term continuous improvement process. 在前两次工厂现场培训取得的进展的基础上，第三次工厂培训充分实现了培训的核心目标。员工代表和管理层代表都表现出将工厂内部的对话推上新台阶的强烈愿望。有关培训车间级员工代表以及启动月度对话会议的行动计划不仅突出表明了管理高层对“员工参与”的切实承诺，而且显示出工厂在改善内部对话的基础上进行长期的、持续的改进的决心和能力。