

# Training Report 培训报告



## General Information 主要信息

### Objective: Conflict Management and Grievance Procedure

#### 目标: 争议管理及申诉程序

To introduce the concept of conflict management and to understand the function of grievance procedure as one means of conflict settlement in a factory; to support the skill development on conflict management and system analysis and enhanced capacity to run a functional grievance procedure at High Rock. 介绍争议管理的概念, 并使学员认识到申诉程序的功能可以发展成为工厂中解决争议的一种手段; 帮助学员开展争议管理和系统分析方面技巧的训练, 从而提高运用申诉程序实用性的能力。

#### Abstract: / 摘要:

On November 20 and 21, 2010, FLA training on Dispute Settlement and Grievance Procedure took place at High Rock, Tianjin, a supplier factory of MEC as well as a participating factory of FLA 3.0 program. Eight participants from HR department and production section attended the training. 公平劳动协会培训于2010年11月20号在天津天石休闲有限公司举办, 用两天的时间在这里进行争议处理和申诉程序方面的培训, 这家工厂既是MEC的供应商也是公平劳动协会3.0项目的会员, 工厂的八名分别来自人力资源和生产部门的学员参加了本次培训。

#### Key outcomes: / 主要成果:

- a. The participants understood conflicts and different means of conflict resolutions at workplace; 学员们充分理解了在工厂中存在的各种争议以及他们的解决办法;
- b. The participants developed skills and understanding of grievance handling and procedures; 学员们理解并且学会了申诉处理的方法和程序;
- c. The participants enhanced their analytical skills of understanding strengths and weaknesses of a grievance procedures and how to improve it over a period of time. 学员们提高了分析申诉程序的技能, 并且知道如何在将来进行改进。

#### Participants: / 学员:

- 1) Ms. Xie Qian, Director, HR Dept. 谢女士, 人事总监
- 2) Mr. Li Peng, Specialist, HR Dept. 李先生, 人事专员
- 3) Ms. Zhao Shan, Specialist, HR Dept. 赵女士, 人事专员
- 4) Ms. Zhao Na, Manager, HR Dept. 赵女士, 人事主管
- 5) Ms. Yu Ping, Specialist, HR Dept. 俞女士, 人事专员
- 6) Mr. Huang Xingguo, Deputy Production Chief, Sleeping Bag Production Unit 黄先生, 生产部副主任, 睡袋生产部
- 7) Mr. Wu Guoqiang, Line Supervisor, Sleeping Bag Production Unit 吴先生, 一线主管, 睡袋生产部
- 8) Ms. Zhao Yuexia, Line Supervisor, Sleeping Bag Production Unit 赵女士, 一线主管, 睡袋生产部

## Trainers & observers: / 培训师 & 观察员:

- Youli Ge, Senior Advisor, Timeline Consultancy  
葛友俐, 高级顾问, 广州时线咨询服务公司

## Agenda 日程

DAY 1 第一天	
What is conflict it? 什么是冲突?	Group discussion 分组讨论
How can we manage conflict? 如何管理冲突?	Presentation 讲解
How can creative thinking help me manage conflict? 创造性的思维方式如何帮助解决冲突?	Group discussion 分组讨论
Where do most conflicts arise from? 冲突的起源通常是什么?	Group discussion 分组讨论
Case study: perceptions 案例研究: 观念	Group work 分组活动
How do positions, interests and needs affect conflict management? 立场、利益和需求如何影响冲突的解决?	Presentation 讲解
Case study: positions, interests and needs 案例研究: 立场、利益和需求	Group work 分组活动
Why should I focus on the problem and not the person? 为什么我们应该对事不对人?	Group discussion 分组讨论
What are the main obstacles to conflict management? 冲突管理的主要障碍是什么?	Group discussion 分组讨论
What is mediation? 什么是调解?	Presentation 讲解
What are dispute resolution mechanisms based on rights? 权力对冲突解决机制有什么影响?	Group discussion 分组讨论
What should a factory do before they design a grievance procedure? 工厂在设计申诉程序之前该做些什么?	Presentation 讲解
What principles should a grievance procedure insure? 申诉程序应该遵循哪些原则?	Presentation 讲解
What stages should my grievance procedure include? 申诉过程应该包括哪些步骤?	Group discussion 分组讨论
DAY 2 第二天	
Stage 1: Presentation of a grievance 第一步: 提出申诉	Presentation & Group work 讲解 & 分组活动
Case study: Presentation of a grievance 案例研究: 提出申诉	Presentation & Group work 讲解 & 分组活动
Stage 2: Receive the grievance 第二步: 申诉受理	Presentation 讲解
Stage 3: Classification 第三步: 分类	Group work 分组活动
Stage 4: Meeting 第四步: 面谈	Role play 角色扮演
Stage 5: Investigation 第五步: 调查	Group discussion 分组讨论
Stage 6: Decision making 第六步: 做出决定	Presentation & group review 讲解 & 小组审查
Case study: Decision making 案例研究: 作出决定	Presentation & group review 讲解 & 小组审查
Stage 8: Right to appeal 第八步: 上诉的权力	Presentation & group review 讲解 & 小组审查
Stage 10: Record Keeping 第十步: 存档	Group review 小组审查
State 11: Monitoring and Evaluation 第十一步: 追踪和测评	Group discussion

Review of current grievance procedures and discuss how to improve it at High Rock 审查天石公司现有的申诉程序并讨论如何改进	Presentation & Group work 讲解 & 小组活动
How do we make an improvement action plan? 如何做出行动改进计划?	Group Discussion 小组讨论

## Key Activities & Highlights 主要活动和亮点



The first day of training was focused on introduction of basic concepts of conflicts/disputes at workplace, what causes it, how people respond to it and what are the means of dispute settlements to be found at workplace. The participants were also made to see where does grievance procedure lie among the various means of dispute settlement and what purpose it serves and how a functional grievance procedure would help companies manage compliance risks and how would it contribute to a win-win employer and employee relation in the supply chain. Through group discussions, role plays, games and other exercises, the participants were inspired to form a positive and constructive attitude on conflicts at

workplace. This formed a good foundation for starting a journey of studying and managing a functional grievance procedure on the second day. 第一天的培训重点是介绍工厂中冲突的基础概念，发生的原因，应该如何应对冲突，以及在工厂中解决冲突的手段。然后进一步介绍了申诉程序在众多的冲突解决的手段中处于什么地位，作用定位，一套实用的申诉程序如何帮助工厂合理规避风险，以及如何在供应链中实现劳资双方的双赢。通过小组讨论、角色扮演以及一些游戏和练习，启发学员们在面对工厂中的冲突的时候要形成积极、有效的态度。这为第二天学习和掌握申诉程序实用性打下了很好的基础。

The main content of the second day was centered on introduction and understanding the 11 key steps of a functional grievance procedure. Instead of the trainer talking, the High Rock participants were made to present their own grievance procedure, how many steps they adopt at the moment. Then the trainer walked them through each step. The participants were asked to review what they do at each step, what have they done well and what are missing, what gaps they identified between their current operation and what is recommended by FLA training material. The trainer then highlighted the gaps identified during the discussion and parked them on a piece of flipchart, which was later turned into action items for continuous improvement plan of High Rock. 第二天培训的主要内容是介绍实用性申诉程序的11个关键步骤。和第一天不同，今天前面部分主要是学员发言，学员们介绍他们自己工厂的申诉程序，并且说出包含11个关键步骤中的哪几个。之后培训师逐步和学员们讨论那11个关键步骤，要求学员们重新审视自己工厂的申诉程序，知道在哪些方面做得好，有什么遗漏，找出自己的操作程序和培训材料的要求之间的差距。然后培训师把讨论出来的差距写在展示板上，而且这些差距都是能够通过可持续的发展计划转变成具体的措施的，进而缩小这些差距。

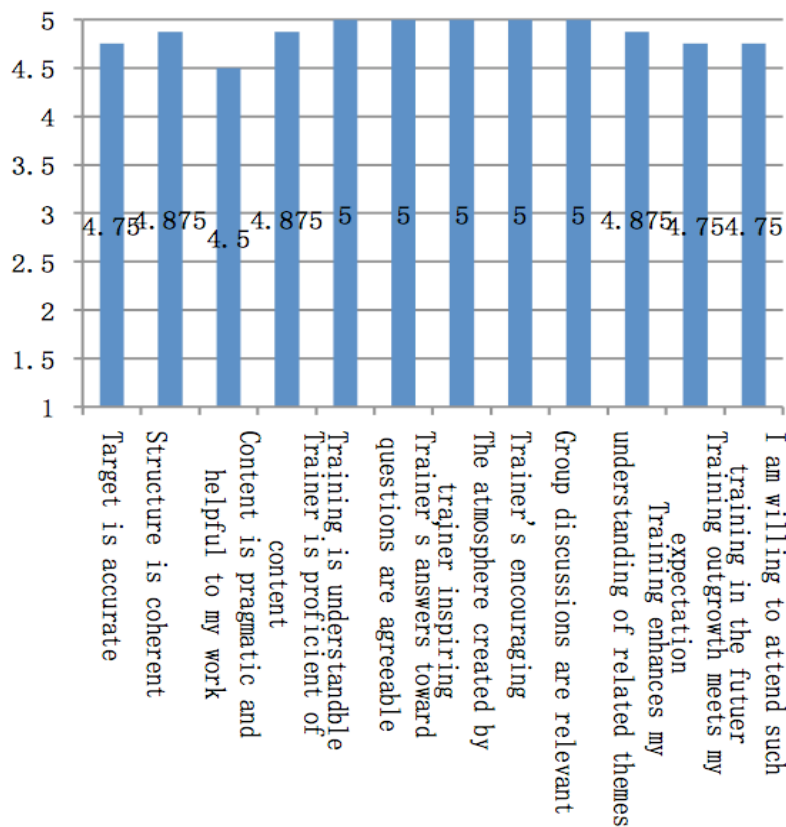
At the end of the training, the trainer also walked the participants through the High Rock SCOPE report on grievance procedure and made a detailed explanation of what the SCOPE and SCAT results mean and how the report conclusions and recommendations should be incorporated into their action plan for continuous improvement

as well. 在培训最后，培训师给学员的介绍关于SCOPE的申诉程序报告，并且对SCOPE和SCAT报告结果做了详细的解释，也就如何使报告的结论和建议在持续的改进过程中变成行动给出了意见。

## Participant Feedback 学员反馈

A total of 8 participants provided feedback on the training, the average scores summarised in Chart 1 below. The questionnaires asked participants to assign each aspect of the training a numbered score between 1 and 5, one (1) signifying that the quality of that aspect is ‘very poor’ to five (5), signifying that the quality of that aspect is ‘excellent’. 一共8名学员提供了培训的反馈意见，平均分数见图表1。反馈问卷要求与会者对培训的各个方面打分，从1分到5分，1最差，5最优。

Chart 1: Feedback on Training / 表1: 培训反馈



■ Quality of each Item (1 = Very poor, 5 = Excellent)

Please see participant feedback comments in the aggregated feedback form attached to this report.  
请查看学员对于本次培训的反馈意见汇总表

## Conclusion 结论

The training was well received by the participants as indicated by the feedback results. However because when the staff member organized the training, she did not understand the FLA change process very well. Therefore she was not able to include the top management into the training. Since the action plan for GP improvement would require the support and endorsement of the decision makers at High Rock, the participants were not sure whether their top

management would agree with action plan. It is recommended that FLA and MEC follow up with their action plan and find out whether additional support or training might be necessary to cover the top management. 通过反馈结果可以看出：学员们已经很好的理解和接受了培训内容。可是由于天石公司内部一名培训组织者并没有很好的理解公平劳动协会对于培训内容所做的调整，因此她并没有将高层管理者纳入本次培训。由于申诉程序具体方案需要高层的支持才能够得以实施，学员们并不能确定管层管理者能否同意他们的申诉程序实施方案。建议公平劳动协会和MEC跟进申诉程序改进的计划，从而确定获得高层的额外支持或者在培训中涵盖高层是否是必要的。