

Training Report



General Information 培训基本信息

Training title: Human Resource Management / 培训名称：人力资源管理

Date: 13 August 2010 / 日期：2010年8月13日

Venue: Lishui County , Nanjing City / 地点：南京市溧水县

Participants: / 参会人员：

1. Nanjing Mallexe Textil Co., Ltd. / 南京梦丽偲纺织品有限公司 (Mallexe)

- Ms. Chuan-Di Yang, Human Resource Manager 杨传娣, 人事经理
- Ms. Xiao-Mei Yan, GM Assistant 杨孝梅, 总经理助理
- Ms. Zhen-Lin Xu, Finance Director 许贞林, 财务总监
- Mr. Yuan-Sheng Chen, GM Assistant 陈源生, 总经理助理
- Mr. Xiang-Hua Ma, Washing Factory Manager 马祥华, 水洗厂经理
- Ms. Mei-Ya Chen, Office Staff 陈美伢, 办公室文员
- Ms. Yan Zhou, Office Staff 周艳, 办公室文员
- Ms. Hai-Hua Liu, Office Staff 刘海花, 办公室文员
- Ms. Hong He, Office Staff 何洪, 办公室文员
- Ms. Jin-Mei Tao, Factory Floor Director 陶金梅, 车间主任
- Mr. Xiang-Lin, Factory Floor Director 殷祥林, 车间主任
- Ms. Li-Gong, Factory Floor Assistant Director 龚莉, 车间副主任
- Ms. Xiao-Yan Qin, Office Staff 秦晓艳, 办公室文员
- Mr. Jian-Zhong Ding, Office Staff 丁建中, 水洗厂办公室文员

2. Unique International Trading Co., LTD. / 南京维特国际贸易有限公司

- Ms. Eva Cheng, Social compliance auditor 程莹 社会责任审核员

3. Fair labor Association / 公平劳工协会

- Mr. Chi Chen, Capacity Building Senior Assistant 陈持, 能力建设高级助理
- Mr. Dave Zhao, Training Service Provider 赵勇, 特聘培训师
- Ms. Amy Cheng, HR Assistant 程会, 人事助理

Agenda 日程安排

1. Morning Session 上午部分

- Opening Remarks & Introduction 致欢迎词和开场介绍
- The difference between human resource and other resources 人力资源与其他资源的区别
- Eight Functions of HR 人力资源的八大职能
- The Value of HR work 人力资源工作的价值
- The Location of HR Department 人力资源部门的定位
- Strategic HR Management 战略人力资源管理
- How to plan HR? 如何规划人力资源?

-The importance of Recordkeeping and Measuring 记录与衡量指标的重要性

2. Afternoon Session 下午部分

-Why are job descriptions important? 职位分析为什么重要?

-Why is hiring RIGHT important? 为什么合理招聘很重要?

-How should workers be compensated? 如何付给员工报酬?

-Is it important to carry out performance appraisals? 绩效评估重要吗?

-How to plan employee trainings properly? 怎么做员工培训?

-What is worker relation? 什么是员工关系?

-What is the framework of rights and obligations? 什么是权利义务框架?

-The procedure of mediation and grievance system 调解和申诉机制

Description & Highlights 描述与亮点



1. Training Introduction 培训介绍

- Mr. Chen briefly introduced that the course was designed based on the results of Mallexe's management self-assessment on Human Resource Management, which targets the factory's current situation with positive significance. 陈持先生简要介绍此次课程是基于梦丽偲公司人力资源管理自我评估结果而设计的，有很强的针对性和积极意义。
- The topic of "the difference between human resource and other resources" provided an opportunity for each participant to think in depth and give their views and thoughts. After that, the key concept of human resource and the course objectives were introduced. 通过提问学员“人力资源与其他资源的区别”这一问题，各组学员通过深入思考表达了自己的看法和认识，在学员认识的基础上，培训师引出了人力资源这一核心概念和本课程的目标。

2. Group Discussion 小组讨论

- **What does your HR Department do? 贵公司人力资源部门在做什么?**

After a thorough group discussion, each team provided a detailed list of the tasks that the factory's HR department performs. The trainer classified these tasks into 8 HR functions and gave introduction to each one. Based on the present arrangements of 8 functions in the factory, provided by the HR manager, the functions of performance management and employee relationship were found to be weak areas and need enhancing. Therefore, the trainer explained the two functions in more detail and the trainees showed great interest, particularly in performance management. 通过精彩的小组讨论“贵公司人力资源部门在做什么”，各小组详细地列出了目前人力资源部门的工作事项。培训师将这些事项归类为八大职能，并讲解了八大职能的涵义。根据人事经理提供的目前人力资源部门分配在这八大职能中的时间，得出“绩效管理”和“员工关系”这两

项职能比较薄弱，需要进一步加强。接下来课程中培训师详细讲解这两个模块，学员对“绩效管理”表现出浓厚的兴趣。

▪ **What motivates workers? 什么能激励员工积极性？**

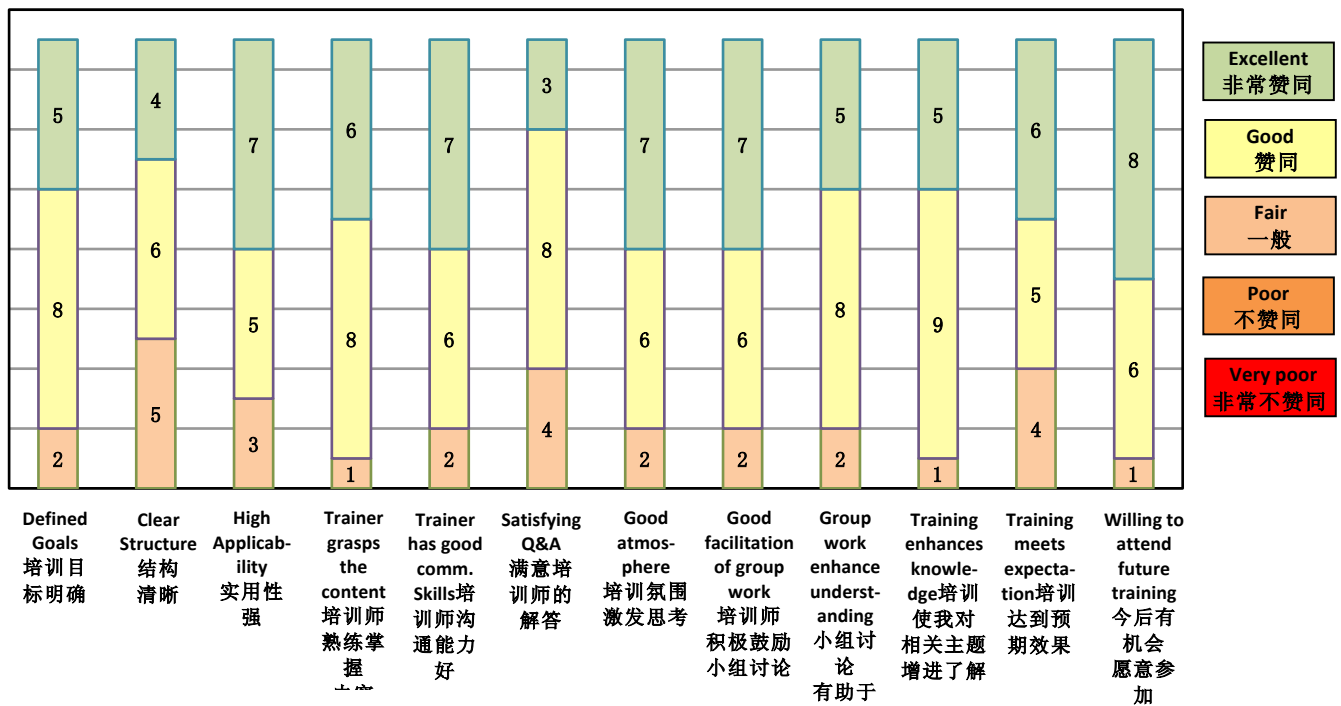
Through an inspirational discussion and communication, the trainees realized that other than increasing salary, there are several non-financial compensation methods to motivate workers, such as corporate trips, trainings, praise and recognition, etc. The trainer shared ten motivation factors and a set of data analysis, which indicated that salary increase was not the foremost factor in motivating workers. This helped the trainees further understand the importance of non-financial motivation methods and were willing to take relevant survey in their company. 通过充满启发性的互动讨论和交流，学员认识到激励员工的因素除了增加工资，还有其他非经济性的激励方法，比如员工旅游，培训活动，称赞认可等等。培训师分享了十种激励因素和一组调查数据，显示“增加工资”并不是排在激励员工的第一位，使得学员进一步认识到非经济性激励因素的重要性，并有兴趣在公司内做相关调查。

▪ **Q&A 答疑**

In the last Q&A session, some trainees asked questions about worker complaints and grievance system, as well as how to improve worker relationship. The trainer gave some suggestions on the procedural and system level. 在最后的答疑部分，学员提出一些员工抱怨申诉和员工关系方面的问题，培训师给出一些制度体系上的建议。

Feedback of Participants 学员反馈

All fourteen factory trainees and Ms. Eva Cheng from the trading company 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 training content and style. Some participants hope to spend more time discussing “performance management” and “employee relations”. 所有14位学员和程莹女士提供了培训反馈意见。如图所示，他们对培训课程给予了积极评价。大多数学员赞同学习的内容和方式。一些学员还希望有更多时间讨论“绩效管理”和“员工关系”。



Conclusion 总结

The Human Resource Management course successfully achieved the objective to help trainees understand that HR management refers not only to administrative affairs, but also to the important tasks of a strategic human resource management. Based on the weak points of Mallexe's HR system, the course elaborated on the related HR functions and provided practical suggestions to help HR management improve. The trainees hoped for more similar training opportunities. 人力资源管理课程成功地实现了其目标，使学员认识到人力资源管理的职能不仅是处理行政事务，还有战略人力资源管理的重要职能。并针对梦丽偲公司人力资源工作中的薄弱环节，详细讲解了相关模块和提供了一些可行性建议，为其改进人力资源工作提供了有效的帮助。学员希望能多一些这样的培训机会。