

中国工厂培训的最佳实践：
致力于让更多的工人参与改善工作环境



**Best practices in factory training in China:
Contributing to more worker participation
in the improvement of working conditions**

1. 中国工厂培训的背景介绍

众所周知，劳工标准的真正贯彻与执行远比做审核和完成整改计划有着更高的要求。为了持续地改善工作环境，工人们也需要参与其中。因此，对于多方利益相关者组织来说接下来的一步就是如何贯彻执行工厂的培训方案，目标是致力于加强工人的参与度。

1. The Chinese context of factory training

It has become widely acknowledged that the implementation of labour standards requires more than audits and corrective action plans. For sustainable improvement of working conditions, workers need to be involved in the process. Thus, a logical next step for multi-stakeholder initiatives is the implementation of factory training programmes, aimed at strengthening worker involvement.



华东和华南是众多产业的生产集中地，也一直是众多跨国公司的采购地。因此与如何贯彻执行国际劳工标准相关的工厂培训项目在中国应运而生，然而却面临着严重的挑战。订单价格的下滑造成了激烈的竞争压力进而导致工人工资的下降。商业运作的短期行为化导致工人流失率增加。自由结社组织的缺失，集体谈判尚处于萌芽阶段更加剧了这一挑战性。

Southern and eastern China form the centre of production for many industries that have been outsourced by multinational companies. Most factory training projects related to the implementation of international labour standards therefore take place in China, where the implementation of labour standards has proved challenging. Prices of orders are subject to intense competitive pressure, pushing down wages. Labour turnover in factories is high as business practices tend to be short-term orientated. There is no freedom of association and collective bargaining is in its infancy.

此文旨在设想通过日益增强的工人参与度作为有效进行工人培训的重要因素进行考量，从而尽可能地通过工厂培训来持续改善中国工人的工作环境，因此必须寻求并评估出最佳实践的方式来达成此目标。

公平成衣基金会（FWF）于 2009 年三月组织了一个研讨会，此会旨在寻求并讨论了如何在中国进行工厂培训的最佳实践方式。15 个来自中国大陆、香港的关注劳工组织、关注女性权益的非政府机构和三位来自不同学术团体的个人参加了此次会议。本次研讨会于 2009 年 3 月 26 日和 27 日在香港理工大学成功举办。¹

鉴于所有与会者在工厂培训方面都拥有相当丰富的经验，本次研讨会自然地把关注的焦点放在大家作为服务提供商时第一手资料和经验的分享上。公平成衣基金会作为研讨会的主办方，也提出了一些供与会者讨论的重要主题，这些主题对于参与贯彻执行持续改善工作环境最佳实践的工人息息相关。

公平成衣基金会在此整理了此次研讨会与会者的见解，然而，此内容并非完全代表所有与会者的观点。公平成衣基金会希望通过此文来进一步的发展工厂培训的最佳实践。

2. 建立互信是不可或缺的要件

在为期两天的研讨会中，建立互信成了一个不言而喻的讨论主题。讨论过程中大家一致认为一个成功的工厂培训，要求参与各方积极的建立互信并使之发挥作用。如果参与各方不能充分的

This paper rests on the assumption that increased worker participation is a major component of effective worker training. For factory training to be as effective as possible in the sustainable improvement of working conditions in China, it is necessary to find and assess best practices.

In March 2009 Fair Wear Foundation (FWF) organised a seminar to identify and discuss best practices in factory training in China. Representatives from fifteen Mainland and Hong Kong-based labour and women's NGOs, along with academics from three institutions took part in the event.² The seminar was held on 26-27 March at the Hong Kong Polytechnic University.

Given that nearly all the participants had extensive experience of factory training, the seminar naturally focused on their first-hand knowledge as service providers. As host of the seminar, FWF concentrated on drawing out key themes concerning best practices for involving workers in the implementation of sustainable improvements of working conditions.

FWF has incorporated the input from the seminar participants into this paper. However, the contents do not necessarily represent the views of all seminar participants. By publishing this paper FWF intends to contribute to further development of best practices in factory training.

2. Trust as a principal requirement

The building of trust emerged as an underlying theme of the two day seminar. Successful factory training requires that building trust actively worked on during discussions between the parties involved. When trust is absent between involved

¹ 与会机构名单，请参考附件 1

² Please refer to Annex 1 for a list of participant organisations.

建立互信，工厂培训很难取得成功。由于国际市场上的买家和工厂之间更倾向于维系灵活多变的商业运作模式，彼此之间缺乏一个稳固的信任基础。然而，工厂的管理层和国际市场上买家之间的相互信任，对于甄别合适的工厂并制定培训计划是至关重要的。总的来说，工厂管理层抗拒培训的原因不外乎以下两点：首先，管理层担心工厂培训所提供的关于最新劳工权益信息使得工人更加难以驾驭；其次，管理层担心因为外部机构的介入和施加影响，会引起当地法律法规部门的怀疑。

当选择一间工厂进行培训时，首先要考虑那些已经和一个或多个品牌公司建立了长期有效合作关系的工厂是至关重要的。管理层要认同工厂培训的目标，同时愿意把这样的培训作为一个加强与内部员工沟通和对话的手段。

要和工厂管理层建立互信，要求买家及其代理机构共同为其开展工厂培训创造一个易于接受的环境。因此买家与即将接受培训的工厂之间长期商业合作的承诺显得至关重要。与此同时，信任的建立甚至要求把工厂培训作为双方商业协商的一部分，把它和标准交货时间、生产质量和价格放在同一层面上进行协商讨论。

取得工人的信任对于有效工厂培训是至关重要的。通常情况下，工人一般被视为工厂培训的主要受益者，然而是否能够取得他们的信任并非显而易见的，同时也不能够通过假设想当然地认为可以得到他们的信任。

与会者认为：“工人并不是自然而然的就会对培训感兴趣。非政府组织机构和国际品牌客户对于工厂而言实际上是局外人。我们应该花时间去建立与工人的互信并向他们表明有多种途径可以提供

parties, factory training can never be more than partially successful. As a result of a widespread preference among international buyers and factories to remain flexible in business commitments, a solid basis of trust does not exist between these parties. Trust between factory managements and international buyers, however, is crucial to the identification of appropriate factories for training projects. In general, factory management resist training for two reasons: first, factory training arms a restive workforce with the latest labour rights information. Second, management may fear arousing the suspicions of local law enforcement agencies opposed to influence from external parties.

When selecting a factory for a training program it is important to focus on long-term suppliers that have developed an effective relationship with the brand company or companies. Management should agree with the objectives of factory training and be inclined to use the training as a means to strengthen internal dialogue.

Trust building with factory management requires that buyers and their agents create a receptive environment for factory training. Crucially, this includes long-term business commitments with the factory where training is to take place. Indeed, trust building may require making factory training part of business-to-business negotiations, putting it on equal terms with discussions on standard lead times, quality and prices.

Trust from workers is imperative for effective factory training. Whereas they are often regarded as the main beneficiaries of training programmes, their trust is not self-evident and should not be assumed.

Participant: *Workers are not automatically interested in training. NGOs and international buyers are outsiders to the life of the factory. We need time to build up a relationship of trust and time to demonstrate to workers that there are tools available that can be used to*

给他们解决工作中的问题，从而最大限度的降低出现诸如工人罢工、受到威胁恐吓及担心失业的恐惧心理。”

solve work problems that will minimise the need for strikes, threats or fear of dismissal.

在很大程度上，工厂培训计划的第一步就是确定是否存在能够在工人中建立互信的可能性。在企业社会责任方面已有一定经验的工厂通常由企业的相关经理人员来带头执行，这些经理人员对于企业的运作有长期的视野。这包括工厂能力建设和利用他们的专长去改善工厂的工作环境。在这样的工厂里面，工人们会更加愿意参与工厂培训并认识到培训带来的潜在好处。

To a large degree, the initial situation in the factory defines if sufficient basis exists for trust building among workers. Factories that have developed expertise in the field of CSR are often led by managers who possess a long-term view to business operations. This includes developing the capacity and expertise to improve working conditions. These tend to be the factories where workers are more inclined to participate in factory training and understand its potential.

与会者认为：“工作环境相对较好的工厂更易于接受工人培训。”

Participant: ‘factories that permit factory training are usually the ones with more acceptable working conditions’.

能否取得工人的信任也取决于培训人员的个人品格。培训人员必须通过一个能让工人理解并感觉舒适的交流方式来“赢得”工人信任。因此不管如何设定培训的方式，所有的培训都应当激励工人去积极回应并参与其中。正因如此，培训人员的角色和和个人品格就显得尤为重要。

Trust among workers is also highly dependent on the personality of trainers. They must ‘win’ the trust of workers by communicating in a way that workers understand and feel comfortable with. No matter in what setting training happens, all training needs to motivate workers to respond and get involved. For this reason, the role and personality of the trainers themselves is held to be crucial.

工厂管理层与执行培训的当地非政府组织之间需要建立充分的互信，这种互信可能会因为彼此之间存在的偏见难以建立，也许需要时日和彼此的互动交流，然而在讨论工人培训的任何细节之前，必须确保对彼此双方观点的相互尊重。

Sufficient trust must exist among factory management and the local NGO that carries out training. Trust may be difficult to build as a result of existing prejudices that both parties may have with regard to each other. Trust building between management and NGOs requires time and frequent interaction. Before starting detailed discussions on training it must be ensured that management and NGOs respect each others’ views.

除了工厂管理层与执行培训的非政府组织之间需要建立互信外，国际市场上的买家、国际非政府组织和其他的当地非政府组织之间的互信也很重要。因此，为了确保所有的参与方能够充分的建立互信，在进行培训之前，由各个利益相关者组织一次所有各方参与的圆桌会议无非是一个很好的选择，通过这样

Next to the above mentioned parties, trust must also exist among the other parties involved: international buyers, international NGOs and local NGOs. One option to assure that trust is built and strengthened among all parties is to organise a roundtable meeting before training sets off. Such a roundtable could be facilitated by a multi-stakeholder initiative, given that all parties feel that they

的会议，所有参与各方都可以感受到他们对于整个培训决策过程的重要性。

3. 工厂培训的目标

工厂培训本身并不会改善企业劳工状况，这充其量也只是朝着正确的方向迈出了一步而已。与会人员指出，许多参与工厂培训的团体都有一种不切实际的想法，他们认为培训本身可以带来实质性的改善，品牌公司希望通过赞助一两次的培训课程可以理顺他们在产业链中存在的问题。很显然，即便是最好的工厂培训也无法给工厂提供一个一步到位的劳工权益解决方案，无法彻底解决工人投诉问题，无法保证工厂有一个运作良好的工会组织，无法提供一个安全的工作环境，更无法改善工人的工资水平。

与会者认为，过往的很多培训项目由于缺乏必要的职责范围约定和培训评估标准的缺失，结果削弱了对培训项目评估和管理的质量。

确保所有参与方对工厂培训的期望达成一致意见是最基本的，在进行培训前，各方要制定出切实可行的方案和客观的目标也是十分必要的。劳工状况的持续改善需要一个长期的商业承诺，有时甚至是一个长期学习的过程。

与会者提出了三个他们认为切实可行的工厂培训最佳实践目标：

1. 帮助工人增加对于国际劳工标准的认知。
2. 协助开创一种氛围，使得工人和管理人员能够就影响工人福利和生产场所健康安全等问题进行协商。
3. 提高工人的意识，使得他们能够

are crucial for the decision making process.

3. Objectives of factory training

Factory training does not in itself improve working conditions. At best, it is a step in the right direction. Participants at the seminar pointed out that many parties engaging in factory training have an unrealistic idea of what training can deliver. By sponsoring one or two training sessions, brands are often hoping to smooth out problems in industrial relations in their supply chains. Clearly, however, even best practice factory training cannot deliver a one-stop 'labour rights package' to factories, complete with working grievance procedures, a functioning trade union, a safe working environment and improved pay.

According to participants, many training projects in the past suffered from a lack of terms of reference and assessment benchmarks. As a result, quality management and evaluation of training programmes remained weak.

It is essential to ensure that the expectations of all parties involved in factory training are sufficiently aligned and understood. Formulating realistic and modest objectives before engaging factories in worker training is imperative. Sustainable improvements in working conditions require a long-term commitment to a sometimes steep learning curve.

Participants voiced three objectives for best practice factory training that they deemed realistic:

1. Facilitating more awareness of international labour standards among workers;
2. Help establish a climate in which workers and management can negotiate over topics that affect their well-being and performance in the workplace;
3. Raising awareness of those channels

在中国法律许可范围内并且在工厂内部沟通无法解决问题的前提下使用其他途径和渠道解决双方的争端。

4. 培训方式

综述

在本次研讨会中，来自中国大陆的与会团体和来自香港的与会团体就工人培训的方式出现了明显的分歧。前者更倾向于使用一个独立个案的方式进行，比如如何建立内部申诉机制并设计相应的培训方案；而后者则倾向于使用集体合同和集体谈判的形式进行，这体现了他们如何看待在中国进行工厂培训的问题。

总体来说，进行工厂培训的主要方式有两种。第一种模式是针对普通工人或者全体员工进行的普遍性的培训教育模式，这种方式的重点通常放在基本安全知识培训、核心劳工权益维护和法律法规的理解上。2008年是中国劳工关系发展的良好契机，因此，我们有必要通过工人培训赋予他们足够的知识和技能去维护他们的合法权益。特别是中国劳动合同法中关于合同问题的进一步说明及延长工作时间的工人有权申请仲裁的规定都为工厂培训提供了良好的契机。

第二种模式是把重点放在建立员工代表委员会上面，这种方式主要针对那些对于组织员工代表委员会有兴趣的工人和其他员工代表等特定人群。这种培训的重点是让工人掌握一定的技能可以自行组织会议，与管理层进行协商及作为代表表达其他工人的观点。在培训过程中通过自愿和非公开选举形式挑选一部分工人出来，工人自己展开选举活动，而工厂管理层和培训人员仅仅充当

of dispute resolution that are permitted by Chinese law and that can be used in case of grievances which cannot be solved inside the factory.

4. Training approaches

Scope

During the seminar, distinct differences emerged between the mainland groups' approach to worker training and that of the groups originating from Hong Kong. The former tended to adopt a more individual approach to issues such as grievance procedures and had devised their training programmes accordingly. The Hong Kong groups on the other hand were more interested in moving towards collective contracts and collective bargaining, which was reflected in how they saw the future of factory training in China.

On the whole, there are two main categories of factory training. The first is a generalised educational approach aimed at rank and file workers or even the whole workforce. This kind of training concentrates on basic safety training, core labour rights and legislation. As 2008 was a good year for legal development in labour relations in China, there is a need for training to empower workers with the knowledge and skills to pursue their legal rights. Especially the clarification brought by the Labour Contract Law to the issue of contracts and the lengthened time workers now have to file a case for arbitration are opportunities for factory training.

The second category of training is aimed at committee building and representation skills. It is aimed at a specific target group: workers and other employees with an interest in representation. This kind of training concentrates on equipping workers with the skills to organise meetings, negotiate with management and represent the views of others. Part of the training process is that workers are chosen by means of fair election. A combination of both kinds of training is regarded best practice. Ideally the entire workforce receives at least a basic level of

辅助支持的角色。理想的状态是从每一个生产部门选出一位代表，从而确保所有部门的人都可以很容易接触到工人委员会。可以在选举结束后，继续对选举产生的工人代表进行跟踪培训，从而让他们能够胜任代表其他工人进行发言的职责。上述两种方式的结合无疑是工人培训的最佳实践方案。首先，对全体工人进行一个总体培训使他们对中国的劳动法律法规及相关的申诉途径有一个基本的了解。另外，再对那些有兴趣的工人进行具有目标性的培训，使他们能够代表全体工人和管理人员定期召开会议表达员工的意见。

常规工人委员会 与 健康安全委员会

在中国的许多工厂培训项目里，建立常规工人委员会和健康安全委员会的例子一直存在。培训健康安全委员会通常会被认为是一个安全的选择，因为在许多工厂都已经存在这样的委员会。健康安全委员会关注的侧重点是维持一个安全和健康的工作环境，对这个委员会进行培训的重点是提供给他们一些技术性的知识，但会相对较少的关注整体员工意见的表达。

与会人员认为新近成立的一些常规工人委员会更具有持续性。常规工人委员会包括的范围更广，对这种委员会的培训使得工人们在工作场所取得的各项技能得以相互的交流和支持。工人委员会在中国有着广泛的法制基础且可能产生三种积极的成果：首先让工人在培训过程中有主人翁的责任感；其次可以使得所有的工人保持工作上的密切配合；最后它还可以为工人提供一个咨询、协商和解决争端的途径。

作为最佳实践方案，工人委员会的建立应该纳入工厂制定决策过程的一部

training on Chinese labour legislation and channels to seek redress in case of grievances. As a next step, workers with an interest in representation are trained with the specific objective to represent the workforce in periodical meetings with management. Workers should organise the election themselves, with management and trainers playing only a facilitating role. Ideally at least one worker is chosen from each production department to assure that all constituents have easy access to the workers committee. After the election, sufficient follow-up training must be provided so elected worker representatives can grow into their role of speaking on behalf of their constituents.

Conventional committees vs. OHS committees

There have been various examples in Chinese factories of both conventional worker committees and occupational health and safety committees being set up through factory training programmes. Training occupational health and safety committees is often deemed the 'safer option', since this kind of committee already exists in many factories. As OHS committees focus on maintaining a safe and healthy workplace, training of such committees focuses on building more technical knowledge among workers, with less emphasis on generic representation skills.

Establishing conventional worker committees was regarded by participants as more sustainable. Conventional worker committees have a broader mandate, and training of such committees allows for the exchange of more generic skills supporting workplace cooperation. Worker committees have a strong basis in Chinese legislation and potentially generate three positive results: provide workers with a sense of ownership of the training process; maintain a high level of interest in workplace cooperation among workers; provide a channel for consultation, negotiation and dispute resolution.

As best practice, a worker committee needs to be formally embedded in the factory decision making process. For training of worker

分。为了使得培训工作更加有效，应该建立委员会的各项规章制度并得到参与培训各方人员的接受认可，因为这直接影响到培训的内容。经验告诉我们，每次工厂审核的结果和如何采取校正计划都应该告知工人委员会以便令他们也参与到整改计划中来。

committees to be effective, the mandate of the committee needs to be established and accepted by all parties as this has a direct effect on the content of the training. Experience has taught that worker committees must be included in the outcomes of audit reports and formulation of corrective action programmes.



日程安排

工厂培训最佳实践方案的实施涉及到工人实际的日常生活以及如何确保他们能够分派出足够的时间来讨论与他们相关的问题，比如说加班时间和休息时间、食堂饭菜的价格与质量、职业健康安全、住宿和工资问题等等。另外还应该提高工人对于社会保险和福利的认知，我们发现甚至今天的一些培训还是很大程度地把这个问题忽视了，这通常是因为外来工对于如今尚未完全成熟的社会保障体系缺乏应有的信心。因此

Agenda

Best practice factory training touches upon the daily reality of workers and ensures that sufficient time is allocated to discuss the issues that matter to workers: the amount of overtime hours and rest time, food prices and quality, occupational health and safety, quality of accommodation and, of course, wages. It should also raise awareness on social security entitlements and payments. This latter subject has largely been neglected in training to date, often because (migrant) workers have little faith in the as yet nascent social security system. It is important that participants of factory training understand the

工厂培训人员首先要对中国社会保障体系有一个充分的理解并知道为什么缴纳社会保险等事项也是至关重要的。

尽管工厂培训作为持续改善过程的一部分并没有固定的产出，然而就某些具体问题进行讨论从而得出一个清晰的“结论”依然有着重要的意义，比如说优先考虑就工人提出的问题与管理层进行协商，典型的例子是管理层可以就社会保险问题在工厂范围内与员工协商，这可能会达到逐步降低工人流失率的目标。

5. 培训环境

由于服装行业中工厂的规模和形式存在很大的差异性，因此简单的设定一个理想的培训环境是不切实际的。然而，为了更加有效的推进工厂培训，与会者提出的如下问题值得在此讨论。以下列出的各方面都在研讨会上有所讨论，然为这个列表并非是讨论的全部，没有哪一个因素更加重要。为了创造一个良好的培训环境，所有的因素至少都应该有所考虑，良好的培训环境只会在正确的融合了所有的因素后才能达成。

工厂规模

与会者认为工厂规模的大小对于是否被选择作为培训的对象并无大的差异，实际操作中，对于工厂规模的选择实际上是品牌客户因采购方式的不同决定的。很显然，小的工厂也许会更容易响应品牌客户关于工人培训的要求；大的工厂则可能会更容易提供比较好的培训设施，具有更多的实施劳工标准的经验，从而为工厂培训创造更好的基础。

培训时间

培训项目需要有充足的时间配合来进行，如果工厂有生产淡季，那么这将是进行培训的一个理想时间段。将培训项目安排在一个完整而紧凑的时间段内

concept of social security, and why social security payments matter.

While factory training as a process has no fixed outcome, it is nevertheless important that discussions on specific subjects do have a well-defined 'conclusion', such as a set of topics prioritised by workers to be negotiated with management. One example could be the negotiation of factory-level social security schemes that may gradually reduce labour turnover.

5. Training environment

Due to the considerable variation in the size and type of factories within the garment sector, it is not feasible to define a single ideal training environment. However, the seminar participants identified various questions that must be addressed in order to promote effective factory training. The factors listed below were all discussed during the seminar. This list of factors is by no means exhaustive and no single issue is principal: All of them need to be at least considered to create a good training environment. Good training conditions are the result if the mix of all factors is right.

Factory size

Participants voiced no preference for small or large factories. In practice the choice of factory size will be subject to the sourcing approach of buying companies. Evidently, small factories may be more flexible to the training demands of the buyer. Large factories may be better able to contribute training facilities and may have more experience in the implementation of labour standards which could create a basis for factory training.

Timing of the training

Sufficient time needs to be allocated for a training program. The ideal period is the low season of a factory's production cycle, if that exists. Importantly, training programmes should be scheduled within a compact time-

进行是非常重要的，每次培训的时间间隔过长会降低工人和管理层参与培训的积极性。

参与工人的人数

参与培训的工人人数取决于选择何种培训方式（增强普通员工对法律法规认知度的培训和建立工人委员会的培训），参与的工人并没有最低人数的限制，但是也需要有足够的工人参与从而确保这些工人把培训所得有效地传递给其他所有的工人。重要的是让足够量比例的工人参与到培训当中来，并且这些工人应该是覆盖到工厂的所有部门。

让管理层参与到培训中来

研讨会中大家一致认为让各个层面的管理人员参与到培训中来意义非凡，这样他们可以从总体上充分的认识到推行企业社会责任所带来的好处，尤其是对工人的培训方面，但从另一个角度看，管理人员的参与会影响到工人的参与度。在最佳实践方案中，对工人和管理人员分别进行培训是最好的选择。同时至少组织一次工人和管理人员共同参与的会议以便培训人员可以就双方如何互动交流做出积极的示范。

培训地点

培训可以在工厂生产区域或者在员工宿舍区域组织进行。如果培训室和其他培训设施可以配合得到的话，在生产区域内安排培训为宜。其好处在于管理人员可以参与到某些培训单元中来，工人也无需花费更多的时间往来于培训和其所在的生产工位。厂外培训，比如说在一个当地非政府机构组织的服务中心，由于远离工厂管理人员，在一定程度上可以增加工人的参与度。作为最佳实践方案，把两种培训场地结合使用最好，这样可以营造一个动态的培训环境，既可以让工厂的管理层有一定的参

frame. Long intervals between consecutive training sessions tend to diminish the level of interest that workers and managers take in training.

Number of workers involved

The number of workers involved in training depends on the approach which is chosen (rank and file training targeting more awareness of legal rights vs. building worker representation). There is no minimum as such, but a substantial amount of workers should be trained to ensure a spill-over effect throughout the entire workforce. It is important to ensure that a sufficient percentage of the total workforce takes part in the programme, and that workers from all stages of factory operations are included in the training programme.

Including managers in the training programme

There is a consensus that managers at all levels can benefit from training as it can promote a better understanding of the advantages of corporate social responsibility in general and worker training in particular. On the other hand, the presence of managers encumbers participation of workers in training sessions. As best practice, separate training sessions are organised for workers and management, with at least one joint meeting during which trainers are coaching both groups on their interaction.

Location of training

Training may be organised in the factory or in the dormitories on factory premises. Benefits of on-site training are that management can be present during some of the training sessions, training rooms and other facilities may be available and no travel time is required from workers. Off-site training, for example in service centres of a local labour NGO, facilitates a higher level of participation by workers due to the physical distance from management. As best practice, a combination of both kinds of training location is chosen. This contributes to a dynamic training environment, it gives management some but not complete ownership of training, and it motivates workers to speak freely. It is

与度但又不会让他们完全支配培训的进程，同时可以推进工人的积极参与和表达他们的意见。在培训的初始阶段，在生产区域的会议室进行比较好，然后再在生产场所进行现场培训。

培训的设计

大量工人参与的课堂培训是提高工人认知度最有效的方式，其他更多的互动培训方式，比如戏剧表演、角色扮演和小组讨论也不失为很好的培训方式。这样的培训方式可以使得工人获得更多的信息，培训人员需要更多的投入准备工作以确保把他们的知识更好的运用到培训中来。最佳实践是两种培训方式的结合，这使得工人和培训人员可以有更多的知识和技巧的互动交流，从而促进工人更好的运用所学的知识技能。无论选定哪种培训方式，提供一些必要的阅读材料无疑是对整个培训提供了额外的增值服务。

6. 持续改善

持续改善和培训过后的跟踪可以说是这次研讨会中讨论最热烈的话题了。就算是最好的培训，工人们在经过每天8小时的工作周后中还是很容易忘记所学的知识，更不用说培训人员来自于工厂外部。因此，对一个已经做完培训的工厂进行跟踪协助建立他们的持续改善的方案具有很大的挑战性。鉴于此，与会者对于如何持续性地改善交换了如下意见。

激励机制

为了确保工人培训的可持续性，建立一个长期的激励机制至关重要，尤其是对那些参与到工人委员会中的工人。应该在早期阶段就建立起工人参与工人委员会活动时的补偿制度，这对于以计件计算工资的工人委员会成员的状况更加重要。除此之外，其他的激励机制也很重要，比如如何要工人感觉到他们参

beneficial to organise training sessions on factory premises in the first stage, followed-by off-site training sessions.

Setting of training

Classroom training is most efficient for raising awareness in a high number of workers. More interactive forms of training such as theatre, role play and small group discussions are more resource-intensive but tend to render a higher degree of engagement among training participants, allowing them to apply their knowledge. A combination of both kinds of training is regarded as best practice as this allows for both the exchange of knowledge and skills and encourages trainees to apply their acquired skills. The availability of accessible reading materials is of much added value in either setting.

6. Sustainability

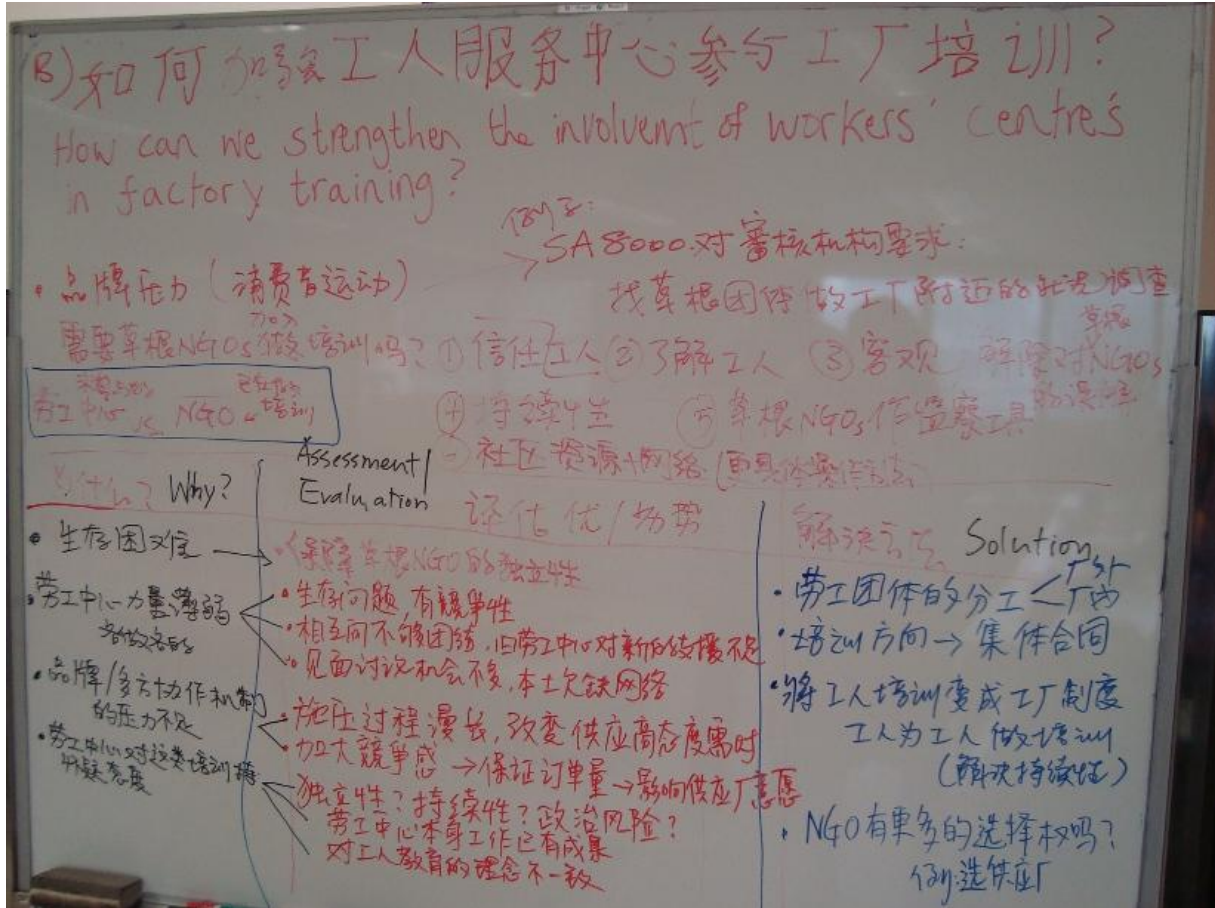
Sustainability and training follow-up was perhaps the most keenly debated topic at the seminar. Even the best training programmes end and knowledge acquisition is easily forgotten after an eighty-hour working week. Trainers, moreover, are external to factory life. The challenge is to build on the experience of factory training once factory training has ended. Acknowledging this, participants exchanged ideas on how factory training can be made more sustainable.

Motivation

To assure that training is sustainable there needs to be a long term motivation effect for workers, especially those involved in a worker's committee. It is important to determine at an early stage how the members of the workers committee are compensated for their representation activities. This is especially important in factories that mostly work on the basis of piece rates. Next to financial compensation it is key that elected

与工人委员会并与工厂管理人员合作时使得工厂在持续改善，使得工人感觉到他们的努力是有建设性并有效的。

representatives and their constituents perceive that their efforts are constructive and effective in improving their factory in cooperation with management.



对于管理人员及客户-国际市场的买家来说，重要的是对于工人委员会通过他们的努力在工厂内部建立的与管理人在社会责任方面对话机制的认可。允许各利益相关者组织对工厂和买家在工人培训的有效性和他们是否进行了足够的努力来持续改善等方面进行验证被认为是最佳实践。比如可以对进行工人培训的工厂进行年度审核。

For management and the international buyer it is important to get recognition for their efforts in building a social dialogue in the factory. It is regarded as best practice to let multi-stakeholder initiatives verify the effectiveness of training and gives recognition to factories and buyers if sufficient efforts have been made. An example could be a yearly testimonial for factories where training has taken place.

培训和审核的结合

Integrating training and monitoring

将审核和培训相结合是非常必要的，把审核报告作为一种有价值的资源和参加过培训的工人进行分享讨论意义非凡。这样也可以检验管理人员是否有优先改善审核中发现并在整改计划上列

It is essential to link monitoring and training together. Making use of audit reports to fuel discussion among workers who attend training sessions can be a useful resource. This may lead to discussions with management over prioritising improvements that are in the

出的一些问题。为了确保能够让工人有效的参与到工厂审核后的跟进整改行动中，工人必须在制定整改计划的时候就参与进来。这样的话，对于审核后整改计划的跟踪就可以作为工人委员会讨论的资料和内容，这无疑是一种最佳实践方式。

培训技巧

根据成年人的学习经验，把边学边用和具体的在岗培训相结合通常会取得良好的效果。在讨论持续改善的过程中，有人建议说让工人自己选择他们希望的培训技巧，这种方式在与会的几个机构中还尚未大规模的使用，但大家一致同意会进一步探讨。

当地非政府组织的参与

中国大陆许多关注劳工权益的非政府组织经常为工人提供援助服务中心和热线电话服务。在本次研讨会中，如何将上述服务与工厂培训相结合也予以讨论。与会者强调，当地的非政府组织机构并不代表工人，这是工会的职责所在。同时与会者也指出，援助中心具有非常方便的条件接触到工人，了解当地劳工情况和劳动关系的问题，具有组织进行小组讨论或者举办其他类似活动的经验，通过鼓励工人咨询当地维护劳工权益的非政府组织，我们可以肯定的说工人们可以持续地获取关于有用的劳工信息和其他技能。同时热线电话和当地非政府组织的互动协助无疑有助于这样的沟通和交流，只要他们支持工厂内部工人和管理人员在社会责任方面的发展与对话。

资源的利用

与会者强调指出把内外部资源相互整合来促进工人培训面临巨大的挑战。尽管有许多组织都在进行一些工厂培

corrective action plan that was drawn up after an audit. To ensure that training leads to effective involvement of workers during the process of following up on corrective actions, workers must actively be involved in the establishment of corrective action plans. In this respect, a situation where the follow-up on audit reports is a formal element of worker committee discussions is regarded as best practice.

Training technique

Existing experience with adult learning teaches that a combination of learning by doing and specific on-the-job coaching generates the best results. During discussions on sustainability, the suggestion was made to ask workers to choose their own training techniques. This option had not yet been put into practice on a significant scale by any of the participating organisations, but it was agreed that it demands further exploration.

Involving local NGOs

Labour NGOs (LNGOs) in mainland China often run worker centres and/or telephone hotlines. During the seminar, there was discussion on how these services can be integrated with training. The participants stressed that LNGOs do not represent workers: this is the job of trade unions. Participants agreed, however, that such centres are in a good position to access workers, they have good knowledge of the local labour situation and labour relations and they often have relevant experience in organising discussion groups or similar activities. By encouraging workers to consult local LNGOs on labour issues, an ongoing flow of information and skills into the workforce can be ascertained. Phone hotlines and other interactive media of LNGOs are believed to facilitate this flow of communication as long as they support the development of social dialogue inside the factory.

Use of resources

Participants emphasised the challenge of identifying and combining external and internal resources to further worker training. While a wide array of organisations engages

训，但各个培训组织之间的合作实际上却是有限的。

在过去的几年里，源自香港和中国大陆的许多各自组织形成了不同形式的资源网络。尽管相互之间有交叉点，但在相互合作的关系上也存在分歧。中国大陆的组织倾向于和当地的大学及政府部门一起合作，然而香港的组织则和各国国际品牌、各利益相关方组织和国际劳工团体建立了更加密切的关系。

在工厂培训过程中，资源共享可以使得各相关方都成为培训项目的主人，尽管这种想法不太现实，然而各个相关方相互之间的资源整合将会是最终的目标。经济与非经济上的资源应该由工厂、当地政府机构、国际品牌、各利益相关方、工会组织和关注劳工权益的非政府机构共同提供。与会者期望各利益相关方可以积极主动的担当起连接当地和国际各利益相关者的桥梁作用，从而进一步推进资源和经验的共享与交流。

利益相关者组织的辅助角色

与会者指出公平成衣基金协会和其他的一些利益相关者组织应当向各个利益团体积极推广工厂培训所带来的经济效益。除了现实推行的工厂审核外，与会者也希望各利益相关者组织可以进一步的推动和完善可供测评的准则来推动工厂的持续改善，建立员工和管理人员之间的自主沟通模式。

与会者一直认为，仅仅对工人进行一些关于劳动法和商业行为准则等说教式的培训并不能取得很好的效果，然而，一名与会者却回忆到，就算是对普通工人的简单培训甚至可以挽救他们的生命：

“在去年的 10 月份，发生在深圳龙岗一家歌舞厅的一起可怕的火灾夺取了 43 条人命。有一名幸存者，她是一位年

in factory training, practical cooperation between all these players remains limited.

Organisations originating in Hong Kong and mainland China over the years developed different kinds of resource networks. While there is considerable crossover, a divergence occurred in cooperative relationships. Mainland groups tend to work closely with local resources such as universities and local government departments, while Hong Kong groups have stronger links with international buyers, multi-stakeholder initiatives and the international labour community.

Sharing resources for factory training would give all of these parties ownership in factory training programmes. Although ambitious, an arrangement wherein parties are pooling resources would be the ultimate objective. Financial and non-financial resources should be provided by, among others, factories, local government agencies, international buyers, multi-stakeholder initiatives, trade unions, and labour NGOs. Participants expected multi-stakeholder initiatives to actively position themselves as a link-pin between local and international stakeholders to further promote the exchange of resources and experiences.

A facilitating role for multi-stakeholder initiatives

Seminar participants stated that FWF and other multi-stakeholder initiatives should take a more active approach in educating various stakeholders on the economic case for factory training. Participants also encouraged these initiatives to further develop measurable benchmarks that go beyond workplace auditing and move into building sustainable, autonomous channels of communication between workers and management.

The seminar participants united in emphasising that training sessions which do no more than lecture workers on the main points of labour law or codes of conduct are largely ineffective. Yet, as one seminar participant recalled, even rank and file factory training can save lives:

‘A terrible fire killed forty-three people in a

轻的外来工，当晚和两位朋友就在这个歌舞厅里。火灾发生后，她用啤酒淋湿了自己的衣服并且用一件湿衣服捂住了自己的鼻子和嘴巴并成功地逃了出来。事后她被问及如何知道这样的逃生方式时，她说是在自己上班的工厂进行过的消防培训和消防演习中学习得知的。然而很不幸的是，她的两个朋友都被火灾夺去了生命。”

discotheque in Longgang last October. One survivor, a young migrant worker, had been at the club that night with two friends. She survived the fire by drenching her T-shirt in beer and covering her nose and mouth with the wet garment. When asked how she knew about this life-saving procedure, she said she learned it during fire-safety training and drills at the factory where she worked. Tragically, her two friends died in the fire.'

7. 结论

本次在香港组织的研讨会的重点放在了如何识别在中国进行工厂培训的最佳实践以加强工人的参与度。与会者根据自身积累的相关经验加以讨论指出，各参与方之间的互信是达成此目标的唯一途径，具体和更加现实详尽的培训计划还有待于进一步的讨论，这也需要各团体就此达成一致。最终的结论还有待于对影响培训的环境和持续改善的一系列问题充分考虑后做出，至此，本次研讨会既阐述了有关未来工人培训问题，同时也预见了一些将来发展道路上所面临的种种限制和挑战。

现在急需讨论的问题是如何达成下一步工人培训的最佳实践，大家一直认为工人培训作为改善工人与管理人员对话和员工参与工厂日常管理的模式已被广泛的接受。摆在我们面前的挑战是如何在各参与方之间进一步的寻求建立有效的方法，评估机制和沟通交流模式，使之成为日常工作的一部分，只有这样才能取得重大的进展从而改善千千万万工人的工作生活条件。

方法的加强与改善过程只能通过经验的相互交流和审核结果透明度的改善以及行业和法制的发展同步，因此从事培训工作的非政府组织和其他利益相关者之间需要更多的合作和经验的分享以

7. Conclusion

The Hong Kong seminar focused on identifying best practices in factory training in China with regard to strengthened worker participation. Discussion of the accumulated experience of participants pointed out that best practice training can only be attained if sufficient trust exists between involved parties. Concrete and realistic goals for the training need to be agreed. Finally, well-founded decisions should be taken on a number of questions, affecting training environment and sustainability. In this context the seminar demonstrated both the potential of worker training and a number of constraints on its future development.

The question that is to be addressed now is how a next generation of best practices can be developed. We have reached the point where training has been largely accepted as part of the process of improving dialogue and participation in factory life. The challenge ahead is to further build up and integrate best practices in methodology, evaluation and exchange between all parties involved, and make them part of everyday business. Only then will a major contribution have been made to improving the working lives of millions of workers.

The process of strengthening methodologies can only keep pace with industrial and legal developments through regular exchange of experiences and transparency on results. This has implications for labour NGOs and other initiatives engaged in training. Organisations must open-up to create new opportunities for

便开创更多相互交流的机会。

此外，工厂培训还需要把公平成衣基金会和其他利益相关组织验证审核相结合。它的挑战性在如何把验证审核和最终的目标结合起来，即如何使得工人自己能够自主有效的监控他们自己的工作环境以及和管理层就他们关注的问题进行对话。

在中国，如果没有品牌公司的支持，如果品牌公司不把工人培训作为他们与工厂进行实际商业运作承诺一部分的话，就无法产生日益改善工人和管理层对话的动力，这需要一种全新的商业运作行为：即品牌公司愿意和那些有意长期合作的供应商建立战略伙伴关系，需要的时候随时为改善工人和管理层的对话进行投入。在这种情况下，工人培训就可以在改善劳工环境的过程中作出应有的贡献。然而，像其他所有改善劳工环境的工具一样，工人培训并非万能的，它不可能抵消其他在商业行为中所产生的负面影响。因此为了确保工人培训切实有效的进行，品牌公司对公司内部采购政策的检讨也是必不可少的。

cross-fertilisation between them.

Furthermore, factory training needs to be included in verification activities of FWF and other multi-stakeholder initiatives. The challenge is to link verification with training, with the ultimate objective to enable workers to monitor their own working conditions in a setting that allows for effective workplace dialogue.

We cannot gain momentum towards better workplace dialogue without companies committing to mix factory training into their business practices in China. This requires a new discourse for doing business: engaging with suppliers which are willing to build long-term relationships, and being prepared to invest in workplace dialogue wherever needed. In this respect, worker training has a vast potential to contribute to processes of improving working conditions. Like other tools for improving working conditions, however, worker training is not a magic trick that offsets the negative consequences of how business is generally done. To ensure that worker training is effective, critical reviewing of sourcing policies remains a necessity.

Annex:

FWF Seminar on Factory Training - List of participants

公平成衣基金会座谈会参加者名单

Organisation - 组织机构

Name - 名称

CCCF	LI Zhen (李真)
CCCF	YANG Dai-mao (杨玳瑁)
China Labor Watch	(李海英)
CLSN	X.H. LIU
CLSN	Zelda HO
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