



## Summary Report on Worker Training Strategy Workshop

**Date:** 21 June 2005

**Venue:** adidas Sourcing Limited Guangzhou Representative Office

**Participants:** Members of the NGO Community in Hong Kong and Mainland China. For a detailed list of participants, please contact adidas directly.

**Prepared by:** adidas SEA China Team

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### **Part A: Key Points from Open Discussion**

#### **1. The Aim of Worker Training Programmes from the adidas Perspective**

Two points that we would like to address:

- a) Worker training will increase awareness and self-protection. It also can result in lower turnover rates, improved communication between employees and management, and sustainable improvements in the overall management of the workplace.
- b) Worker training will also support the aims of lean production, currently being implemented in our factories.

#### **2. How can Brands Implement Training for Large Target Audiences?**

- Use existing resources, such as the factories' existing training systems. adidas can combine training with factory orientation and ongoing training programmes, and factory rules and regulations in relation to training etc.
- Engage local government and use government resources to implement worker training. For example, provide worker HIV/AIDS training in conjunction with the Guangdong Population and Family Planning Office; training on the Trade Union Law in conjunction with Guangdong FTU; and training on Wages Payment Regulations in conjunction with the Guangdong Local Government.
- Work with universities, training institutes, local NGOs and community groups, such as Guangdong Womens Federation and organisations in the workers' hometowns, including local government and worker organisations such as the Fellow Villagers Federation.
- Establish good communication channels in the factories. Help factories to set up living assistance offices, dormitory supervising systems, and worker committees (including trade unions), and provide the relevant persons with appropriate training.
- Focus on the main audience, ie the workers themselves, and try to ask them to be more active (as opposed to passive) in participating in the training process; listen to workers directly; give them more self-management rights; organise interesting kinds of team activities. Training should be based on the thinking of the current generation of workers.
- Work with the media, for example radio broadcasts about workers' lives and personal stories.
- Train the trainers. Pay attention to selection of the core training group.
- Peer Training. If using peer training, pay attention to the selection of workers. Try to educate a group

of workers who are interested in the various topics and then they can pass on the key messages to their peers. Such a program was organised in Cambodia in relation to worker reproductive health.

- Training Foundation. Establish some targets/training projects for factories to select. Factories can plan and implement according to their own situations.

### **3. Suggestions for the Brands on Worker Training**

- ❑ Help the factories to establish their training mechanisms to ensure the training will be more sustainable and the SOE can be implemented effectively. For example, one topic of training to be provided every month, or a well-organised program of train the trainers.
- ❑ Help each factory to improve the training mechanisms in the existing factory system.
- ❑ Reinforce the training for the basic level management (team/group leaders).
- ❑ Classify the planned training by content and method.
- ❑ Role play or sessions in which workers can recount their own experiences will be more interesting to workers.
- ❑ Training fees should be paid by both the brands and the factories. The course design and evaluation will be done by both parties. There is some disadvantage if only one side does/coordinates the training.
- ❑ A basic principle in preparing the training materials is to use workers' language, ie simple language and media, such as pictures, cartoons, pamphlet etc.
- ❑ Use different methods for conducting training needs. Eg, select 50 closed (Y/N) questions for a worker training needs survey. Open questions may be used during worker interviews.
- ❑ Some kinds of training should not be conducted by factory management, especially the labor law training (ie independent groups, trade unions or academic trainers would be better placed to provide this training).
- ❑ The role of the brands should focus on removing the obstacles between the trainer and audience (eg brands can provide access to the factories) and to help factories establish the right training mechanisms, ie the function of the brands is not to carry out the training itself.
- ❑ More communication between different brands can avoid duplication of effort.

## **Part B: Key Points from Break-out Sessions**

### **1. Methodology and content of training needs survey and data collection**

- ❑ Training needs survey should be closely linked with training objectives.
- ❑ Training needs surveys are usually conducted by questionnaire or worker interview (either one-on-one or in focus groups).
- ❑ Questionnaires should be mainly designed using closed questions (ie Y/N questions), while worker interviews should be structured with open questions.
- ❑ The designer of the survey form should have a good knowledge of workers and factories.
- ❑ The personal characteristics and interview skills of the interviewers have a major impact on the survey results.
- ❑ The methodology for a training needs survey can be replicated, but the content may have to be updated in relation to the training objectives.
- ❑ The questionnaire and worker interviews should be conducted or designed in Chinese to facilitate smooth communication.
- ❑ Workers' training needs may differ from factory operational requirements. Therefore training objectives should be set up within the context of business/operational realities.
- ❑ Involvement of experienced third parties improves the credibility of survey results.
- ❑ To ensure the accuracy of survey results and survey questionnaire collection, we should consider organising workers to fill in the questionnaire with interaction of/support from survey facilitators.

### **2. Review of Current Training Content and Purpose**

#### **2.1 Training for Management**

##### *Training Content*

- COC/SOE training

- Management skills training
- Internal communication training
- Corporate Social Responsibility training
- Negotiation skills training

#### *Key Points/Purpose*

- This type of training is a necessity.
- It can improve CSR awareness and understanding amongst management.
- Improves understanding of the relationship between CSR/SOE and the factory's sustainable development.
- Helps build cooperation from management in relation to CSR/SOE implementation.
- Increases internal communication and an understanding of the importance of communication.

## **2.2 Core Worker (TOT) Training**

### *Training Content*

- Occupational Health and Safety (OH) Committee training: basic knowledge, implementation skills, method of dealing with complaints
- Worker Representation: basic labor law and other rules and regulations, communication skills, team operation skills.
- Team activities
- Peer education

### *Key Points/Purpose*

- OH Committee training: solves the general non-compliance issues; handling of individual cases; links the upper management and lower level workers; resolves the conflict between the management and workers; but somewhat limited scope and passive role for majority of workers even for those workers who use the OH committee as a grievance mechanism.
- Worker representative training: Can solve the above mentioned problems, but should be supported by the management and needs participation by brands. Selection of worker representatives and core (ToT) workers should be done carefully.
- Team activities: Very effective. Can explore potential capacity of workers (eg working in photographic teams, news-writing teams etc) and gives workers a sense of unity and cohesion.
- Peer training: Focus on lifestyle, reproductive health, AIDS and the physical health. Needs some technical support and follow up.

## **2.3 General Worker Training**

### *Training Content*

- Labor Law training
- Labor Dispute training
- COC/SOE training
- Occupational Health and Safety training
- Life skills and physical health training

### *Key Points/Purpose*

- If providing training in labor law, we need to highlight the main points and make it practical and effective.
- Training should include case studies.
- This type of training is mainly delivered to a large audience.
- If the training focuses on OH, then it should be more focused. Don't use the same training in different factories and different workshops. The OH training can be divided into proactive training and the methodology on how to deal with work related injury and occupational disease. Can use Q&A format and case studies. The best training method is participative and instructional.
- Training on life skills and physical knowledge should be more practical, more attractive to workers

and workers should be able to actively participate. It also can be organised like a kind of entertainment activity such as workers website, essay, riddles, competitions etc.

#### **2.4 Success Cases:**

- Union Law Training by Guangdong Federation of Trade Unions
- Labor Law Training organised by Guangdong Womens Federation
- Safety Law Competition.

#### **2.5 Suggestions for Successful Training**

- ❑ Brands can help guide the factories when implementing the training.
- ❑ To make the training more effective, inform the workers and management what kinds of training are being implemented for the workers and management respectively.
- ❑ Training should start from the upper middle level.
- ❑ Establish training mechanisms; set up long term training plans.
- ❑ Core worker trainees should be elected by their peers (ie other workers) if doing train the trainers programmes.
- ❑ Training can start with non-sensitive topics such as AIDS prevention and communication skills, but labor law and OH must be addressed at some point.
- ❑ Training can be implemented by NGOs but with participation by the brands, especially in the evaluation period (ie pre-training needs assessment and post-training evaluations).
- ❑ Increase coordination between different departments and communication within the brands.

### **3. Other Considerations:**

The brands should be very keen to access government resources, and should improve methods of obtaining such information, so that they can make better use of these resources.

#### **3.1 Why work together with International NGOs?**

- ❑ They have advanced methodologies and rich experience, and they are well organised, e.g. in relation to peer education.
- ❑ They have plenty of professional skills.
- ❑ They have the ability to apply for funds from US government and UN.
- ❑ They can help domestic institutes build up capacity in designing and developing projects and capacity in project management, e.g. how to write proposals and how to budget properly.
- ❑ For certain issues, they can act as advocates and can attract attention from government.

#### **3.2 Why work with Local NGOs?**

- ❑ They are very independent. They are neutral in the way they work.

#### **3.3 Follow-up and Evaluation of Training**

Participants disagreed with the practice of “training for the sake of training”. Only when we are able to set out the results of trainings, can they be conducted in a sustainable way. Below are some suggestions:

- Trainings to be designed together with all parties, including specific evaluation indices.
- Trainings to be evaluated by an independent 3<sup>rd</sup> party.
- Methodology of “Participatory Appraisal” to be used.

#### **3.4 Roles of all parties**

*Brands*

- Crucial coordinator, which mainly means they can impose pressure on factories so that they will open their doors.

- Fund-raiser.
- Decision maker on topics.
- Resource persons.

#### *NGOs*

- Training provider, including:
  - coordination;
  - designing trainings based on needs assessment;
  - planning;
  - implementation;
  - evaluation;
  - fund-raiser; and
  - advocate.

#### *Factory*

- Crucial coordinator, which mainly means they must open the doors.
- Equal partners.
- Participator, which mainly means they participate in decision making in topics and evaluation indices.
- Sustainability, which mainly means only when factories are interested in the trainings can trainings be conducted in a sustainable way.

#### *Workers*

- Trainees.
- Participator, which mainly means they participate in training evaluation.
- **Candidate pool of potential trainers and live examples of training effectiveness**

### **Part C: Next Steps for adidas: Developing a Strategy**

Following the meeting on 21 June 2006, there was an internal SEA Asia Team meeting in Guangzhou, 28-30 June. During this meeting, our team members from around Asia conducted several breakout sessions to discuss worker and management training needs. The comments and suggestions set out above were shared with our team-mates and informed our own discussions on the issue of worker training programmes.

As a result of both the workshop and our internal meeting, we believe that there are still serious obstacles to the development and implementation of a comprehensive worker training strategy in our supply chain in China, and especially throughout Asia. These were highlighted at the workshop on 21 June, and will not be resolved in the short-term, for example:

- Extremely large target audience and limited resources and skill sets within brands
- Lack of qualified and competent external trainers, and lack of capacity in the local NGO community
- No formal surveys exploring workers' training needs and interests
- No coordination of existing training materials.

However, many good suggestions were made which will be revisited again for SEA program plan development in 2006 and 2007. Here is a summary of the plan of action:

1. Outreach to other buyers with whom adidas shares factories, and who have also identified the need for a more comprehensive approach to worker training. *\*Note:* This project will require cooperation amongst a number of large buyers and their key suppliers.
2. Select 2 countries for pilots: China and one south-east Asian country.
3. Identify international NGO with project management expertise and well networked with local NGOs, service providers and international agencies.
4. Task/Role of International NGO is to draft and implement a project proposal including the following activities:

- a) Collate and analyse information on existing worker needs surveys and other data – requires collaboration with local NGO's, government agents, migrant worker centers, organisations such as Womens Federation, local universities/institutes etc.
- b) Extend the needs survey to collect any 'missing' information.
- c) Consult Brands and Factory Management on commercial/operational needs and company objectives/business strategies.
- d) Develop a database/listing of all possible trainers – local NGO's, training consultants/service providers, government training programmes, international agencies/programmes, local academics and teachers.
- e) Examine existing materials and work with training groups to modify them as necessary. Manage test-runs with sample worker groups.
- f) Liaise between factories and trainers to help establish training timetables and programmes.
- g) Establish a steering committee to determine issues such as priority training topics, initial target groups/geographic spread, frequency of training, monitoring and evaluation protocols, and reporting framework.
- h) Identification of sources of funding. Brands to cover project management fees of international NGO. Who will cover the costs of training other than factories?
- i) Manage the public-private-NGO relationships.

We look forward to receiving any comments you have on this report and, in particular, the section on 'next steps' directly above.



- Attachment -

**WORKER TRAINING PROGRAMMES  
STRATEGY WORKSHOP AGENDA  
Tuesday, 21 June 2005**

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**Location:** adidas-Salomon International Sourcing Ltd  
Guangzhou Representative Office  
Dongshan Plaza, 12th Floor, 45-77 Xianlie Road  
Dongshan District, Guangzhou

**Contact:** Johnson Gong, +86 1350 1509 203

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9:30am

**Coffee** & Introductions by participants

10:00am

**Introduction** by adidas-Salomon  
Purpose of meeting and ground rules for discussion  
Questions or amendments to process

10:30am

**Critical Issues**

- Large target audience
- Limited resources and skill sets within brands
- Lack of qualified and competent external trainers
- Lack of capacity amongst the local NGO community
- No formal surveys exploring workers' training needs and interests
- No coordination of existing training materials

11:45pm

**Briefing** and discussion regarding afternoon breakouts

12:00 noon

**Lunch**

1:30pm

**Breakout** – 3 groups

2:30pm

**Presentations** over coffee

3:30pm

**Group Discussion**

Q&A  
Process critique: how useful was this type of meeting?  
Wrap-Up of day's meeting

4:30pm

**Finish**