

# Human Resource Management

Sound Human Resource Management (HRM) is essential for a productive and compliant factory. The investment of human and financial resource is crucial for a motivated and productive workforce. This training is designed to provide participants with an in depth knowledge of highly functioning HR systems.



## Course Content

- ◆ HRM practices
- ◆ Recruitment, selection, and induction processes
- ◆ Training and development
- ◆ Compensation and benefits
- ◆ Employee retention
- ◆ Objectives of a performance management system

## Learning Objectives

- ◆ Describe an effective HR manager
- ◆ Use effective recruitment processes
- ◆ Comply with legal HR requirements
- ◆ Design training, wage and benefit plans to build capacity and increase motivation
- ◆ Develop performance appraisal tools
- ◆ Integrate HR into management systems

## Benefits

- ◆ Improved ability to identify key performance targets for successful business planning
- ◆ Reduced expenses due to increased work efficiency
- ◆ Establishment of high performance work practices
- ◆ Retention of skilled workforce



**Participants**  
HR & Compliance  
Managers



**Class Size**  
25 per class



**Venue**  
BFC Office or Factory



**Duration**  
2 days, 08:30 - 16:30

## Registration

Better Factories Cambodia Office  
No. 9 St 322, Phnom Penh

Email: [bfctraining@ilo.org](mailto:bfctraining@ilo.org)  
Tel: +855 23 212 847 / 23 220 362

# Supervisory Skills Training

SST has been proven to increase the productivity of lines supervised by trained female supervisors, as it reduces the time needed to reach production targets, resulting in a 22 % increase in productivity.



Course Content	Learning Objectives	Benefits
<ul style="list-style-type: none"><li>◆ Skills and behaviour of effective supervisors</li><li>◆ Building relationships to improve efficiency, resolve problems and motivate workers</li><li>◆ Managing workers to increase productivity and satisfaction in the workplace</li></ul>	<ul style="list-style-type: none"><li>◆ Describe the roles and responsibilities of a supervisor</li><li>◆ Demonstrate supervisory skills</li><li>◆ Develop effective relationships</li><li>◆ Help workers improve their performance</li><li>◆ Create an effective and friendly working environment</li></ul>	<ul style="list-style-type: none"><li>◆ Increased motivation of employees which yield loyalty and satisfaction</li><li>◆ Positive working environment</li><li>◆ Retention of a high performance and multi-skilled workforce</li></ul>



## Participants

Supervisors, Managers & Future Supervisors



## Class Size

25 per class



## Venue

BFC Office or Factory



## Duration

3 days, 08:30 - 16:30

## Registration

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# Performance Improvement Consultative Committee

PICC drives improvement in the workplace by ensuring workers and employers communicate and work together to address workplace issues through honest, respectful and informative dialogue.



Course Content	Learning Objectives	Benefits
<ul style="list-style-type: none"><li>◆ BFC service model</li><li>◆ Roles and responsibilities of the PICC</li><li>◆ How to address workplace issues through the PICC</li><li>◆ How to apply the self-improvement plan through the PICC</li></ul>	<ul style="list-style-type: none"><li>◆ Recognize the three key element of BFC's service model and its importance</li><li>◆ List key roles and responsibilities of an effective PICC</li><li>◆ Communicate and adjust non compliances through the PICC</li><li>◆ Recognize the key characteristic of an ideal PICC and how it links to improved industrial relations</li></ul>	<ul style="list-style-type: none"><li>◆ Increased support from workers to address workplace issues</li><li>◆ Disputes are prevented through improved social dialogue and effective grievance handling procedures</li><li>◆ Improved reputation, productivity and decreased turnover</li></ul>



## Participants

Mangers, Supervisors & Workers



## Class Size

25 per class



## Venue

BFC Office or Factory



## Duration

1 day, 08:30 - 16:30



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Labour  
Organization



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# Compensation & Benefits

This training equips participants with the knowledge and skills to design and manage factory payment and incentive schemes in a fair, equitable and consistent manner, in accordance with Cambodia's labour law.



Course Content	Learning Objectives	Benefits
<ul style="list-style-type: none"><li>◆ Compensation, bonuses and benefits for different contracts</li><li>◆ Wage systems, payroll, payslips and deductions</li><li>◆ Wage calculation</li><li>◆ Bonus and benefits - legal requirements</li><li>◆ Indemnity for contract termination - FDC and UDC</li></ul>	<ul style="list-style-type: none"><li>◆ Establish solid wage systems and clearly communicate this to workers</li><li>◆ Apply the correct wage calculation</li><li>◆ Set up bonus and benefits scheme to promote high performance</li><li>◆ Understand termination and indemnity - FDC and UDC</li><li>◆ Understand statutory maternity pay</li></ul>	<ul style="list-style-type: none"><li>◆ Decreased turnover</li><li>◆ A well designed compensation and benefit plan to attract workers</li><li>◆ Increased motivation and loyalty among employees</li></ul>



## Participants

HR Managers, Management Representatives, Unions



## Class Size

25 per class



## Venue

BFC Office or Factory



## Duration

2 days, 08:30 - 16:30



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# Occupational Health & Safety

Good OSH is good for business. This course builds awareness of OSH as an integral part of factory management. Focusing on a preventative approach to OSH including risk mapping, it guides participants to spot hazards, meet national and international standards and understand the role of the OSH committee.



## Course Content

- ◆ Risk and hazard assessment
- ◆ Lifting heavy items correctly
- ◆ Welfare facilities
- ◆ Lighting, ventilation and heat
- ◆ Machine, fire, electrical and chemical safety
- ◆ OSH management systems
- ◆ Roles and responsibilities of the OSH Committee

## Learning Objectives

- ◆ Define occupational risks and hazards
- ◆ List key OSH hazards which impact health, safety and productivity
- ▶ ◆ Carry out risk and hazard assessments in the workplace
- ◆ Identify ways to address OSH issues through the OSH management system and OSH committee

## Benefits

- ◆ Improved productivity through better health and decreased absenteeism
- ◆ Reduced injury and healthcare costs
- ◆ Improved systems to detect and control factory risks and hazards risk/hazard and control



### Participants

Mangers, Supervisors  
& Workers



### Class Size

25 per class



### Venue

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### Duration

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# Labour Law Training

Factories that understand and comply with labour laws and international labour standards tend to have good reputations, repeat orders and better relationships with buyers. This course is designed to give participants a strong understanding of Cambodian Labour Law and how to apply it to day to day activities.



## Course Content

- ◆ Cambodian labour law
- ◆ Legal requirements for employment contracts
- ◆ Working conditions in the garment sector
- ◆ Collective rights
- ◆ Labour dispute resolution

## Learning Objectives

- ◆ Recognize the difference between FDC and UDC
- ◆ Calculate the benefits of different contracts for terminations
- ◆ Understand factory legal compliance requirements
- ◆ Distinguish the differences between interests and rights disputes

## Benefits

- ◆ Improved factory compliance
- ◆ Prevent disputes through increased understanding of the labour law
- ◆ Understand the remediation process around violations of rights and obligations



### Participants

Managers, Workers & Supervisors



### Class Size

25 per class



### Venue

BFC Office or Factory



### Duration

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# Chemical Management

The safety precaution of workers against chemical hazards is an essential part of a well-run factory and a healthy work force. This training introduces the safe use of chemicals ensuring factories mitigate the risks associated with chemicals in garment factories.



Course Content	Learning Objectives	Benefits
<ul style="list-style-type: none"><li>◆ What are chemicals</li><li>◆ Storage and handling of chemicals</li><li>◆ Pollution prevention and environmental hazards</li><li>◆ Chemical health hazards</li><li>◆ Routes of exposure</li><li>◆ Purchasing and distribution</li></ul>	<ul style="list-style-type: none"><li>◆ Understand the cycle of chemical use</li><li>◆ Manage and handle chemicals safety</li><li>◆ Understand Safety Data Sheets (SDSs) and how to apply them</li><li>◆ Minimize chemical risks</li><li>◆ Reduce chemical waste</li></ul>	<ul style="list-style-type: none"><li>◆ Reduced likelihood of lawsuits and legal fines</li><li>◆ Reduction in material waste</li><li>◆ Reduced accident and illnesses caused by mishandled chemicals</li></ul>



**Participants**  
Managers, Supervisors  
& Workers



**Class Size**  
25 per class



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# Problem Solving

Problem solving skills in the workplace means minor issues and problems do not escalate into wider conflict which can disrupt production. This training guides participants to successfully address problems within the enterprise, building trust and strengthening labour-management relations in the factory.



## Course Content

- ◆ What is the problem and what type of problem is it
- ◆ Problem solving behaviours
- ◆ Problem solving process
- ◆ Conflict resolution plan
- ◆ Key areas of conflict in factories and their root cause

## Learning Objectives

- ◆ Define problems in the workplace
- ◆ Explain the three behaviours which contribute to problem resolution
- ▶ ◆ Describe the steps to effectively resolve problems
- ◆ Analyse the cause and effect of issues using problem solving tools

## Benefits

- ◆ Address workplace issues quickly and effectively
- ◆ Good workplace cooperation
- ◆ Build trust
- ◆ Promote a culture of addressing problem internally



### Participants

Managers, Supervisors  
& Workers



### Class Size

25 per class



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### Duration

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# Workplace Cooperation

Effective workplace communication is essential in ensuring harmonious workers management relations, and a productive environment. This training provides an overview of ways in which workplace cooperation can be established in factories, including developing internal dispute resolution mechanisms to address and find a solution to grievances.



Course Content	Learning Objectives	Benefits
<ul style="list-style-type: none"><li>◆ Workplace cooperation and it's benefits</li><li>◆ Effective forms of information sharing</li><li>◆ Different forms of workplace cooperation</li><li>◆ How can factories practice good workplace cooperation</li><li>◆ Factory Improvement plan</li></ul>	<ul style="list-style-type: none"><li>◆ Understand the benefits of workplace cooperation for all</li><li>◆ Know what good workplace cooperation is</li><li>◆ Recognise the barriers to good workplace cooperation and the strategies to overcome barriers</li><li>◆ Develop a plan to monitor and implement improvements to workplace cooperation</li></ul>	<ul style="list-style-type: none"><li>◆ Improved communication between workers and management</li><li>◆ Address workplace issues as they arise</li><li>◆ Build trust and mutual understanding between workers and management</li><li>◆ Reduce the likelihood of strikes and industrial disputes</li></ul>



## Participants

Managers, Supervisors  
& Workers



## Class Size

25 per class



## Venue

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## Duration

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# Freedom of Association

This training provides knowledge of freedom of association and recognition of the rights and protections of trade union organizations and workers. This goes hand in hand with lawful collective bargaining, effective dispute resolution and contributes to factories' good industrial relations.



## Course Content

- ◆ What is freedom of association
- ◆ Roles and responsibilities of stakeholders
- ◆ How FoA contributes to good industrial relations
- ◆ FoA legislation
- ◆ Steps to design a freedom of association policy

## Learning Objectives

- ◆ An understanding of labour law regarding the roles, rights and importance of trade unions
- ◆ Effective social dialogue and the process of collective bargaining
- ◆ Define the mutual obligations of workers and employers
- ◆ Clear dispute resolution process

## Benefits

- ◆ Improved Industrial Relations
- ◆ A stable and peaceful workplace
- ◆ Harmonious resolution of disputes
- ◆ Strong relationships established with workers and unions by engaging in negotiation process



### Participants

TU, HR, Compliance  
Managers, Supervisors,  
Workers & Worker  
Representatives



### Class Size

25 per class



### Venue

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Through effective communication in the factory, workers and managers learn to understand each other's rights, responsibilities and resolve conflict in a fair and harmonious manner. This training outlines the steps required to improve the communication skills of managers and workers.



Course Content	Learning Objectives	Benefits
<ul style="list-style-type: none"><li>◆ The 3 main types of communication styles</li><li>◆ Non-verbal communication</li><li>◆ Effective Listening skills</li><li>◆ The win-win approach to communications</li></ul>	<ul style="list-style-type: none"><li>◆ Understand the different types of communication</li><li>◆ Effectively use non-verbal communication skills to improve the flow of communication</li><li>◆ Use effective listening skills to prevent miscommunication and misunderstanding</li><li>◆ Apply win-win negotiation techniques to find a solution that is beneficial for all</li></ul>	<ul style="list-style-type: none"><li>◆ Build the communication capacity of workers – manager committees to work together, resolve grievances and stop issues from escalating</li><li>◆ Improved workplace conditions</li><li>◆ Mature Industrial relations</li></ul>



## Participants

Joint manager – worker committee members, Managers, Workers & Supervisors



## Class Size

25 per class



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# Electrical and Fire Safety

Electrical and fire hazards are one of the biggest risks to safety in the garment and footwear sector. This training guides factories through essential precautions and behaviours to mitigate the risk of fire.



Course Content	Learning Objectives	Benefits
<ul style="list-style-type: none"><li>◆ Firefighting systems</li><li>◆ Emergency preparedness</li><li>◆ Electrical and fire safety</li><li>◆ Evacuation drills</li><li>◆ Elements to improve fire and electrical safety</li><li>◆ Control measures for electrical and fire safety</li></ul>	<ul style="list-style-type: none"><li>◆ Describe actions to prevent fire and raise awareness of fire safety</li><li>◆ Deliver a clear message to workers and managers on fire safety</li><li>◆ Identify different types of electrical and fire hazards</li><li>◆ Carry out risk assessments and control measures to prevent electrical and fire hazards</li></ul>	<ul style="list-style-type: none"><li>◆ Reduced risk of fires in factories</li><li>◆ Decreased number of accidents and injuries in factories</li><li>◆ Reduced long term costs of electrical and fire accidents through safe working environment</li></ul>



## Participants

Managers, Supervisors  
& Workers



## Class Size

25 per class



## Venue

BFC Office or Factory



## Duration

1 day, 08:30 - 16:30



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# Machinery Safety

Workplace accidents can occur as a combination of unsafe conditions and unsafe acts. With the right training, they can easily be prevented ensuring that employees remain safe and the workplace remains secure and productive.



Course Content	Learning Objectives	Benefits
<ul style="list-style-type: none"><li>◆ Machine safety mechanisms</li><li>◆ Types of machines used in garments and footwear and their hazards</li><li>◆ Control measures and inspection</li><li>◆ Communicating importance of machine safety messages</li><li>◆ Improvement plan for machine safety</li></ul>	<ul style="list-style-type: none"><li>◆ Understand machine safety in the workplace</li><li>◆ Recognise the hazards caused by machines</li><li>◆ Understanding of accidents/illness caused by machines</li><li>◆ Apply controls to reduce machinery risk</li><li>◆ Develop a machine safety checklist</li></ul>	<ul style="list-style-type: none"><li>◆ Decreased workplace accidents, illnesses or death due to better systems to prevent accidents and illnesses</li><li>◆ Decreased costs related to property damage</li><li>◆ Reduced legal and healthcare costs associated with workplace accidents</li></ul>



## Participants

Managers, Supervisors  
& Workers



## Class Size

25 per class



## Venue

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1 day, 08:30 - 16:30



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# Disciplinary Action & Termination Procedures

Clear disciplinary and termination procedures make sure that a company's standards of conduct and performance at work are followed. This training provides factories with a built in method to understand, monitor and address human resource challenges.



Course Content	Learning Objectives	Benefits
<ul style="list-style-type: none"><li>◆ Types of employment contracts</li><li>◆ Types of misconduct and supporting documents</li><li>◆ Policy and procedures for termination</li></ul>	<ul style="list-style-type: none"><li>◆ Understand the different types of employment contracts</li><li>◆ Describe what an employment contract should include regarding termination</li><li>◆ Define misconduct and the appropriate and legal disciplinary procedures</li><li>◆ Understand the policy and procedures for termination</li></ul>	<ul style="list-style-type: none"><li>◆ Ensures factories comply with the law, avoid penalties and meet buyer requirements</li><li>◆ Fewer work stoppages, strikes and other disturbances</li><li>◆ Reduced absenteeism and improved worker retention</li></ul>



## Participants

Union representatives,  
Managers, Supervisors  
& Workers



## Class Size

25 per class



## Venue

BFC Office or Factory



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1 day, 08:30 - 16:30

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Good leaders are invaluable to any organization. This training is aimed at increasing the capacity of participants in their own roles as well as giving them the opportunity to develop and coach others. Good leaders know how to do the right thing, this training aims to empower participants to take the first steps in a leadership role.




Course Content	Learning Objectives	Benefits
<ul style="list-style-type: none"><li>◆ Ladder of inference</li><li>◆ What is management</li><li>◆ Influencing and coaching skills</li><li>◆ Leadership styles</li><li>◆ Active listening and feedback</li><li>◆ Effective communication</li></ul>	<ul style="list-style-type: none"><li>◆ Better perform in your own role</li><li>◆ Support supervisors and workers in improving their performance</li><li>◆ Create an effective and supportive working environment that leads to a more productive workplace</li></ul>	<ul style="list-style-type: none"><li>◆ Motivated supervisors leading to high performance</li><li>◆ Better workplace relations throughout at all factory levels</li><li>◆ Standardised practice and enforcement of company rules and regulations</li></ul>

 **Participants**  
Managers of Managers  
& Managers of Supervisors

 **Class Size**  
25 per class

 **Venue**  
BFC Office or Factory

 **Duration**  
2 days, 08:30 - 16:30

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# Supervisory Skills Training - Training of Trainers

This training is for supervisors who have completed BFC's supervisory skills training. Participants acquire the skills to deliver SST training in factories. This will give factories the opportunity to have their own in house trainers for current and future supervisors.



Course Content	Learning Objectives	Benefits
<ul style="list-style-type: none"><li>◆ Training delivery skills</li><li>◆ Facilitation of the learning process</li><li>◆ Roles and responsibility of trainer/facilitator</li><li>◆ Core competencies of facilitator</li><li>◆ Session planning, delivery and training aids development</li><li>◆ Evaluating and improving training</li></ul>	<ul style="list-style-type: none"><li>◆ Describe the requirements of training delivery</li><li>◆ Explain the steps for training preparation</li><li>◆ Deliver the Supervisory Skills Training</li><li>◆ Demonstrate the skills to facilitate training</li><li>◆ Use training aids and equipment effectively</li><li>◆ Describe the methods for evaluating and improving training</li></ul>	<ul style="list-style-type: none"><li>◆ In house training resources and training development plan</li><li>◆ Increased number of trained supervisors in the workplace</li><li>◆ Reduced training costs</li><li>◆ Factories can conduct refresher courses for SST participants</li></ul>



## Participants

Supervisors who have completed BFC's SST training



## Class Size

25 per class



## Venue

BFC Office or Factory



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2 days, 8:30 - 16:30

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# Safe Workplace Arrangement

Safe workplaces create healthy and productive employees. The training introduces simple and low cost practices which participants can apply in their factory to ensure good working conditions and a productive working environment.



Course Content	Learning Objectives	Benefits
<ul style="list-style-type: none"><li>◆ Building safety</li><li>◆ Fire safety</li><li>◆ Chemical storage</li><li>◆ Safe working behaviour</li><li>◆ How to organize welfare facilities</li></ul>	<ul style="list-style-type: none"><li>◆ Identify building and fire hazards in the workplace</li><li>◆ Demonstrate safe practices for chemical storage</li><li>◆ Identify unsafe working behaviour</li><li>◆ Organize welfare facilities to improve hygiene and safety</li></ul>	<ul style="list-style-type: none"><li>◆ Decreased incidences of injury</li><li>◆ Increased productivity among employees</li><li>◆ Maintain good housekeeping and good hygienic practices</li></ul>



## Participants

Managers, Supervisors  
& Workers



## Class Size

25 per class



## Venue

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## Duration

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# HAZARD AND RISK ASSESSMENT/CONTROL

Hazards exist in all production areas and accidents can happen anytime, but can be prevented. Most of the accidents are caused by identified and unforeseen hazards that impact factories and workers in terms of business operations and safe working conditions. This training will build and enhance the capacity of persons in charge of workplace safety to know how to identify, recognize, mitigate, and control hazards at the workplace and conduct the risk rating of those hazards for the prioritization before applying effective controls measures.

## Course Content

- ◆ Definition of “Hazard” and “Risk”
- ◆ Employer and Employees workplace safety responsibilities chemical storage
- ◆ Sources of hazardous conditions and unsafe working behaviors
- ◆ Identifying and analyzing the hazards
- ◆ Hierarchy of controls
- ◆ Risks and Hazards Assessment

## Learning Objectives

- ◆ Understanding the basic terms of risk and hazard assessment
- ◆ Exploring the roles and responsibilities of the employer and employees
- ◆ Understanding the sources of hazardous conditions and unsafe working behaviors
- ◆ Recognizing hazards at the workplace Hierarchy of controls
- ◆ Understanding the hierarchy of controls
- ◆ Learning to develop a hazard and risk assessment

## Benefits

- ◆ Understanding the terms “Hazard” and “Risk” used in Occupational Safety and Health
- ◆ Understanding the roles and responsibilities of employer and employees related to workplace safety
- ◆ Building the capacity of relevant personnel about the wheel of hazards and unsafe working behaviors

Increasing knowledge in:

- ◆ Reducing and eliminating hazards at the workplace
- ◆ Mitigating and control the risks of Occupational Safety and health at the workplace
- ◆ Improving the capacity in identifying the hazards and developing risk assessment at the workplace
- ◆ Reducing the production downtime caused by hazards
- ◆ Reducing accident costs and ensuring the continuity of business operations
- ◆ Saving factory properties, assets, and workers’ lives



### Participants

Participants (managers, supervisors, compliance officer, Admin/HR officer, OSH officers, and workers)



### Class Size

25 per class



### Venue

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### Duration

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# ACCIDENT INVESTIGATION

The causes of accidents in factories are often due to unsafe operation of machines and unsafe working environment. Effective accidents investigation can help to reduce costs and create harmonized and safe working conditions to the employees and workers. This training introduces the effective procedures of accident investigation and analysis in order to develop the effective solutions so that participants can apply the learnings in their factories to ensure that accident cost is reduced, business continuity is sustained and safe working conditions are created.



## Course Content

- ◆ Accidents and Incidents
- ◆ Accident types
- ◆ The Importance of accident investigation
- ◆ Accident Investigation Steps
- ◆ Documents for Investigation

## Learning Objectives

- ◆ Understanding the terms accidents, incidents, and near-miss
- ◆ Understanding different types of accidents
- ◆ Understanding the advantages of accident investigation
- ◆ Enhancing the knowledge of accident investigation steps
- ◆ Learning to document the accident investigation

## Benefits

- ◆ Enhanced knowledge of accident investigation
- ◆ Improved knowledge of accident types
- ◆ Gained knowledge of the method of conducting causes analysis
- ◆ Improved safety management system through the result of accident investigation
- ◆ Reduced accident costs with lesson learnt from accident investigation



### Participants

(managers, supervisors, compliance officer, Admin/HR officers, OSH officers, and workers)



**Class Size**  
25 per class



**Venue**  
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# SOCIAL COMPLIANCE

Social compliance is an integral part of factory's operations and needs to be well connected to management systems in the factory. Some factories face difficulties with different requirements from different stakeholders on social compliance issues, and this might impact the way in which the factory takes decisions on how to address the issues in a sustainable manner. The training will equip the participants with different approaches to ensure workplace compliance by introducing the social compliance elements of ISO26000, SA8000, Brands Code of Conduct, and the eight clusters of Better Factories Cambodia's Compliance Assessment Tools (CAT) – based on the fundamental rights of ILO's Core Conventions.

## Course Content

- ◆ Social Compliance Definition
- ◆ Value of Social Compliance
- ◆ Social Compliance Elements
- ◆ Case studies on the 12 elements of Social Compliance
- ◆ Social Compliance Assessment Checklist
- ◆ Corrective Action Plan



## Learning Objectives

- ◆ Understanding the definition of Social Compliance
- ◆ Getting to know the advantages of Social Compliance
- ◆ Being familiar with the social compliance elements from different standards such as ISO26000, SA8000, Brands' Code Of Conduct, the 8 clusters of Better Factory Cambodia and ILO Convention
- ◆ Understanding the standards, legal requirements, common problems, and verification method for each elements of Social Compliance through case studies
- ◆ Learning how to develop Social Compliance Self-Assessment Checklist
- ◆ Understanding the sustainable way of developing and implementing the Corrective Action Plan

## Benefits

- ◆ Understanding the key terms of social compliance and definitions from the different standards
- ◆ Knowing the advantages of social compliance
- ◆ Knowing the social compliance elements from different standards such as ISO26000, SA8000, Brands' Codes Of Conduct, Better Factories Cambodia and ILO Core Conventions
- ◆ Understanding the techniques to verify, demonstrate, and prevent the non-compliance issues in the factories
- ◆ Knowing how to develop the social compliance self-assessment checklist
- ◆ Understanding how to develop the sustainable corrective action plan
- ◆ Handling compliance tasks in factories



### Participants

(managers, supervisors, compliance officer, Admin/HR officers, OSH officers, and workers)



**Class Size**  
25 per class



**Venue**  
BFC Office or  
Factory



**Duration**  
2 days (08.30 - 16.30)



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Labour  
Organization



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# BOILER SAFETY

Steam boiler is widely used in the garment and footwear factories in Cambodia to serve ironing, drying, and steaming functions. Boilers generate high risks in the factories, especially boiler explosion hazard. Recently in Cambodia, there were some cases of boiler explosions that led to fatalities. This training will guide the factories through essential precautions to mitigate the risks of fire and explosion of steam boilers.



## Course Content

- ◆ Boiler definition and types
- ◆ Boiler hazards
- ◆ Principles of steam generation
- ◆ Pressure relief devices Social Compliance Assessment Checklist
- ◆ Boiler feed-water
- ◆ Boiler required thickness and corrosion rate
- ◆ Boiler Safety Checklist

## Learning Objectives

- ◆ Understanding the definition and types of boilers
- ◆ Exploring boiler hazards
- ◆ Understanding the principles of steam generation
- ◆ Getting to know the pressure relief devices
- ◆ Understanding the boiler feed-water
- ◆ Learning to calculate requirements of boiler thickness and corrosion rate
- ◆ Learning and applying the boiler safety checklist

## Benefits

- ◆ Enhanced conceptual knowledge of boiler installation, operation, and maintenance
- ◆ Improved knowledge of legal requirements related with boilers
- ◆ Reduced risks of boiler explosion and fire in the factories
- ◆ Decreased number of accidents and injuries in the factories related with boiler operation and maintenance
- ◆ Improved and safer working conditions in the factories
- ◆ Increased prevention of hazards to prevent accidents and to save workers' lives, factories properties and assets
- ◆ Improved factory reputation
- ◆ Ensured business continuity



### Participants

(managers, supervisors, compliance officer, Admin/HR officers, boiler operators, OSH officers, and workers)



### Class Size

25 per class



### Venue

BFC Office or  
Factory



### Duration

1 day (08.30 - 16.30)

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# INDUSTRIAL RELATIONS

Industrial Relations is a two-day course focusing on how to build and maintain a good relationship between the employers and the workers in the workplace. The course explains the rights and responsibilities of the employers and the workers in order to enhance a better interaction and the cooperation in the workplace.



## Course Content

- ◆ Definition of industrial relations
- ◆ Rights and responsibilities of employers and workers
- ◆ “Needs and wants” of employers and workers
- ◆ Labour dispute settlement

## Learning Objectives

- ◆ Get an overview of scope of industrial relations
- ◆ Understand the rights and responsibilities of employers and workers
- ◆ Understand the importance and benefits of good workplace cooperation and interaction between workers and employers
- ◆ Understand labour dispute settlement mechanisms

## Benefits

- ◆ To promote social dialogue, cooperation and sound labour relations in the workplace
- ◆ To prevent conflicts or disputes from happening in the workplace
- ◆ To prevent industrial disputes such as strike or lockout
- ◆ To promote mutual benefits for both parties in the workplace



### Participants

Joint manager - worker committee members, Managers, Workers & Supervisors



### Class Size

25 per class



### Venue

BFC Office or Factory



### Duration

2 days (08.30 - 16.00)



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# CHILD LABOUR

Experience has shown that providing basic literacy and numeric skills through non-formal education does not guarantee that children will be permanently withdrawn from work, which is why mainstreaming Child Labour Prevention Training into garment and footwear factories is vital. There is a need to develop a clear understanding of various consequence of using child labour in the industry. Various steps that can be taken to prevent child labour will also be introduced in the training session. This course will provide you with the knowledge of child labour and how to prevent child labour in the workplace.



## Course Content

- ◆ Child labour and law
- ◆ Recruitment process
- ◆ How can employers prevent hiring child labour
- ◆ Sharing practical experiences on preventing child labour
- ◆ Child labour findings and remediation

## Learning Objectives

- ◆ Understanding of the international legal definition of child labour
- ◆ Understanding the consequences of using child labour
- ◆ Understanding child labour remediation process
- ◆ Sharing and learning good practice on child labour and creating mechanisms to prevent child labour in the workplace

## Benefits

- ◆ Eliminating child labour in the factory
- ◆ Saving costs of child labour
- ◆ Having a factory with good reputation
- ◆ Increased confidence in recruiting and selecting employees



### Participants

Joint manager - worker committee members, Managers, Workers & Supervisors including staff from admin, HR, compliance, accounting, and payroll units.



### Class Size

25 per class



### Venue

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### Duration

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# EMPLOYEE RELATION

Having good employee relations is crucial to every factory, as when employees and managers share a positive relationship, employee engagement, productivity, motivation and morale are high. Employee relations can make or break your business. Happy employees are more productive and put more effort into their work. They do their best to meet your expectations and help the factory grow. A positive relationship between management and workers leads to higher employee engagement and motivation. This training is aimed at all garment factories who would like to improve employee relation.



## Course Content

- ◆ Role of human resources management in employee relation
- ◆ Ideal good employee relation in the factory
- ◆ Impact of difficult and good employee relations
- ◆ Motivation of employees

## Learning Objectives

- ◆ Demonstrate the importance of good employee relations in the workplace
- ◆ Understand the role of human resources management/unit in employee relation
- ◆ Identify ways of improving employee relation in workplace
- ◆ Demonstrate an ideal employee relation in the factory
- ◆ Identify impact of good and poor employee relations and apply motivational factors to motivate staff/workers

## Benefits

- ◆ Higher productivity and performance, which helps the factory to grow.
- ◆ Higher retention of staff/workers
- ◆ Reduction of stress and a happier workplace
- ◆ Less conflict in the workplace



### Participants

Joint manager - worker committee members, Managers, Workers & Supervisors including staff from admin, HR, compliance, accounting, and payroll units.



### Class Size

25 per class



### Venue

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### Duration

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# TRAINING DEVELOPMENT

Training presents a prime opportunity to expand the knowledge base of all employees. Training development provides both the individual and factory as a whole with benefits that make the cost and time a worthwhile investment. It is unrealistic for employers to demand productivity without providing training to equip employees for success. Training development can be customized to address identified deficiencies, outcome gaps and new efficiency practices. In this training session, will help participants to improve efficiency and effectiveness of delivering training in workplace.

## Course Content

- ◆ Training management cycle
- ◆ Training needs assessment
- ◆ Training methodologies
- ◆ Evaluation of trainings
- ◆ Exercises to conduct real training at a factory and provide constructive feedback

## Learning Objectives

- ◆ To learn about steps to do in each stage of a training cycle
- ◆ Define the needs and identify the importance of needs assessment.
- ◆ Select and apply variety of training and evaluation methodologies
- ◆ Identify practical action points to take back to the factory

## Benefits

- ◆ Bring positive attitude among employees and employers and increase the motivation levels in the workplace
- ◆ Improve performance and give the employees a greater understanding of their responsibilities within their role
- ◆ Gain confidence and this confidence will enhance employees who are competent and on top of changing industry standards help the factory hold a position as a leader and strong competitor within the industry
- ◆ Increase productivity and quality standards
- ◆ Enhance factory reputation and profile



### Participants

Joint manager - worker committee members, Managers, Workers & Supervisors including staff from admin, HR, compliance, accounting, and payroll units.



### Class Size

25 per class



### Venue

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# SEXUAL HARASSMENT PREVENTION

This sexual harassment prevention session is very important for identifying and addressing unwelcome conduct in the workplace. Sexual harassment can occur in any workplace and it can happen to anyone, especially female workers. Mostly, sexual harassment does not get reported due to a perceived loss of dignity, lack of grievance mechanisms, and workers not knowing how to report on the incident. This session will help participants to understand how sexual harassment impacts workers at the individual level and also at factory level, and how the factory can take measures to prevent and address sexual harassment in the workplace.



## Course Content

- ◆ Definition of sexual harassment
- ◆ Forms of Sexual harassment and identifying unwelcome conduct in the workplace
- ◆ Role plays to understand and identify unwelcome conduct in the factory based on different forms of sexual harassment
- ◆ Impact of sexual harassment to workers and factory
- ◆ Steps in dealing with cases of sexual harassment
- ◆ Sexual harassment policy

## Learning Objectives

- ◆ Understand harassment and sexual harassment in the workplace
- ◆ Identify unwelcome conduct and provide tools and good practices for supervisors to effectively address sexual harassment in the workplace
- ◆ Understand how sexual harassment impacts to workers and factory
- ◆ Demonstrate steps in dealing with cases of sexual harassment
- ◆ Understand the content of a sexual harassment policy

## Benefits

- ◆ Compliance with core labour standards, including discrimination/ sexual harassment
- ◆ Addressing an issue that is important for buyers
- ◆ Manage the factory reputation, as cases of sexual harassment in garment factories could lead to international headlines
- ◆ Improving suppliers' relations with global buyers
- ◆ Avoid workplace and legal disputes
- ◆ Improved productivity when workers feel safe at the workplace



### Participants

In factory management, supervisors, line leaders, human resource officer and administrator in the factory or any person who would like to learn about KPIs and how to implement it in the factory.



### Class Size

25 per class



### Venue

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# RECRUITMENT AND SELECTION FOR HIGH PERFORMANCE

Recruitment and selection includes identifying and screening candidates and is a crucial part of human resources management. To get the right person for a specific job is crucial to a factory's performance and effectiveness. This one-day is designed to provide participants with in-depth knowledge of recruitment and selection for high performance, and to help factories in managing recruitment processes in an effective and professional way.



## Course Content

- ◆ Recruitment and Selection process of workers
- ◆ Recruitment and selection process of staff
- ◆ Identify current challenges and solution in recruitment in garment and footwear industry
- ◆ Legal framework in recruitment

## Learning Objectives

- ◆ Understand current challenges in recruitment and seek for possible solutions
- ◆ Understand legal requirements in recruitment
- ◆ Understand the content and objective of job analysis, job description and job specification
- ◆ Improved capacity to recruit and select the right employees for jobs

## Benefits

- ◆ Increase candidate quality
- ◆ Avoid child labour in workplace
- ◆ Discrimination hiring practices can be proven, this could result in serious harm, both financially and in terms of reputation
- ◆ Having good systems in place for recruiting and selecting employees
- ◆ Enhance employment brand



### Participants

HR, compliance officers, Admin and HR officers or anyone who wants to improve human resource management process and skills at their workplace.



### Class Size

25 per class



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# EFFECTIVE INDUCTION PROGRAM

To design and have an induction program in place is another HR responsibility that needs to be part of HR management's daily work. A well designed induction program for new workers will make a difference in a new worker's productivity and motivation. Therefore, HR management needs to prepare and provide an effective induction to workers. This is also an essential step in creating a strong relationship between employer and employee. The view induction programs as a chance to welcome and support new employees.



## Course Content

- ◆ Benefit of having an induction program in the factory
- ◆ Quality of a good induction program in the factory
- ◆ Role plays demonstrating effective induction program in the factory
- ◆ Ways to improve an induction program in the factory

## Learning Objectives

- ◆ Helping the individual to settle into their new job and work environment
- ◆ Understand the benefits of providing induction to workers
- ◆ Identify topics in an induction program
- ◆ Develop an effective induction program for the factory

## Benefits

- ◆ **WORKPLACE CULTURE** – New employees need to align and be assimilated into your workplace culture. They need to understand your values and the behaviours that drive those values.
- ◆ **COMPLIANCE** – Educate employees about your company policies on safety, bullying, sexual harassment, and other critical policies.
- ◆ **RETENTION** – Inductions programs help employees to adjust to their new role, make a smoother transition into the business and assimilate into the company culture.
- ◆ **PRODUCTIVITY** – Employees learn the right way of doing things from the beginning, instead of being shown shortcuts or the other.



### Participants

HR, compliance officers, Admin and HR officers or anyone who wants to improve human resource management process and skills at their workplace.



### Class Size

25 per class



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# ROLE OF HR IN MANAGING PEOPLE

Human Resources unit's role in managing people is essential to a productive and compliant factory. The investment of human is crucial for a motivated and productive workforce. HR can play a strategic role in succession planning, supporting key influencers and decision-makers, maintain diversity and knowledge transfer from exiting employees. This training is designed to provide participants with an in depth knowledge of highly functioning HR in managing people.



## Course Content

- ◆ HR Manager's roles
- ◆ Theories of managing people
- ◆ Effective management of different employees
- ◆ Coaching of employees

## Learning Objectives

- ◆ Improve the role of in the factory for increased effectiveness
- ◆ Understand the difference between modern and traditional HR management
- ◆ Learn how to manage different employees
- ◆ Create an effective and supportive working environment that leads to a more productive workplace

## Benefits

- ◆ Improved ability to identify key performance targets for successful business planning
- ◆ Establishment of high performance work practices
- ◆ Increased motivation of employees which yield loyalty and satisfaction
- ◆ Positive working environment
- ◆ Retention of a high performance and multi-skilled workforce



### Participants

HR, compliance officers, Admin and HR officers or anyone who wants to improve human resource management process and skills at their workplace.



### Class Size

25 per class



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