



REPORT OF
THE 35TH HUMAN RESOURCE MANAGEMENT LEARNING FORUM
On
“Employee Relation”

26 October 2017, Diakonia Center



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I. Introduction

As the longest established membership organization in Cambodia, the Cooperation Committee for Cambodia (CCC) has played a unique role since 1990 in strengthening the cooperation, professionalism, accountability, governance, and development effectiveness of the Civil Society Organizations (CSOs) that are working across diverse sectors in Cambodia.

To keep responding to the needs of the NGO community; CCC had conducted the 33rd HR Learning Forum on 23 September 2016 with the main topic is ***“Performance Management”***, the 34th HR learning forum was conducted on 31 May 2017 at Diakonia center that focused on the main topic is ***“Legal compliance on Employment Terms and Condition”***.

On the other hand, to strengthen the capacity on NGO governance in Cambodia, the HR Working Group members decided to select the main topic which raised by NGO participants during the previous learning forum. The 35th HR Learning Forum is designed for HR practitioners who come from members and non-members organizations of CCC and the private sector. This event has full-day conducted on 26 October 2017 at Diakonia center (ICF/KSSA).

II. Objective

- To strengthen the participant’s to deeply understanding on ***Policy formulation and Compliance***
- To promote the understanding of participants on the ***Disciplinary Procedure and Grievance Procedure***
- To promote the understanding of participants on the ***Employment Separation***
- To create a learning and sharing environment and build a stronger network of HR practitioners among CSOs community.

III. Opening Remarks

The 35th HRM Learning Forum was opened remark by Mr. Soeung Saroeun, Executive Director of CCC.

Firstly, he thanksgiving to all participants who have attended the HR learning forum this day. He emphasized that this learning forum is very important for the HR practitioners and staff to know and understand the policies and other relevant laws. He expressed that the 35th HR learning today is a correlation with the 34th HR learning forum. He added that the human being have 4H: (1) is Head (idea) we should have the inter connected with other people, (2) Heart (love) someone come to learn today because of money and another one is love institute, (3) Hand come with knowledge and skill plus energy and (4) Hope while the people come to our organization because s/he has hope from the organization and colleagues. The organization has to put all 4Hs into the policies to achieve the common goal. And the good policy should have full participation by staff. Another importance is compliance with the policies and regularly orient to staff to ensure the staff aware of the policies, especially, an



organization must comply with the law and regulations as well as build a good internal relationship.

Finally, he sincerely thanks, HR working group who contributed their valuable time in supporting this learning today; he added that this showed that it responded to the community needed and he also thankful to CCC members attended the learning forum and CCC staff who organized this event runs smoothly with meaningful.

IV. Summary output of the 35th HR Learning Forum

There were 83 participants (44 women) including CCC staff attended this forum. ***They were from 36 INGOs, 47 LNGOs.***

Session 1: Review the last HR learning forum in May 2017

The last HR Learning forum on 31 May 2017 was reviewed by Ms. Soeung Satya, HR Specialist, CCC.

She explained briefly on the main points of ***“Legal compliance on Employment Terms and Condition”***, within this session, she briefed the key points as below:

- ▶ **This session cover key points:**
 - ***Staff Recruitments,***
 - ***Staff Retentions***
 - ***Staff Separation***

To be learned more on these topics she suggested participants access the detail information in the attached files on CCC website.

Session 2: Sharing the real practical from participants and speaker on “Employee Relation”

The “Employee Relation” was facilitated and shared by Mr. Chan Kanika, Human Resource and Operation Manager of Oxfam in Cambodia.

Within this learning forum, he used the facilitation methods such as Video clip, slide presentation, group activities and case studies...etc. within his session, he shared the key points as below:

“Employee Relation”:

1. *What is Employee Relation?*
2. *What should we do to ensure an effective and successful employee relation program?*
3. *What are the components of Employee Relation?*
4. *Challenges in Employee Relation*
5. *What is an internal policy?*
6. *How to Write and Internal Policy*
7. *Skeletons of the policy*
8. *Risk in Policy Formulation*



9. Complaint
10. Complaint Mechanism
11. Dealing with Problems at Workplace
12. Complaint against line manager
13. Complaints on T&C
14. Complaint on Sexual Harassment & Abuse
15. Dealing with Poor Performance
16. Dealing with Fraud and Theft
17. Dealing with Terminal Illness

Before he continues his session, he gave chance to participant share their real practical related to the: **“What are the main issues related to employee relation arise at your workplace?”**

The results shared by participants and speaker

➤ GENERAL EMPLOYEE RELATION

- **Industry or labor or employee relation**
- **What law did it relate to the employee?**
 - ✚ Labor law it is related to staff
 - ✚ **Employee contract**

➤ POLICIES DEVELOPMENT

- Legal compliance
- Organizational vision
- Actual reward, actual situation
- We have good policy make high productive and liability
- Reduce negative effect on staff and employer
- HR have to ensure our employees are happy with our policy, way of work, working environment, working relationship,
- Relation strategy (have flexible based on staff heart and mind)

➤ WHAT SHOULD WE DO TO ENSURE AN EFFECTIVE AND SUCCESSFUL EMPLOYEE RELATION PROGRAM?

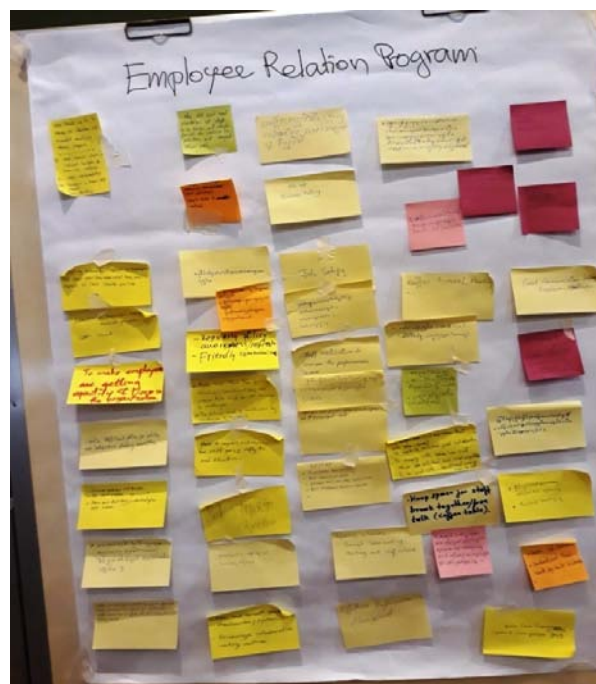
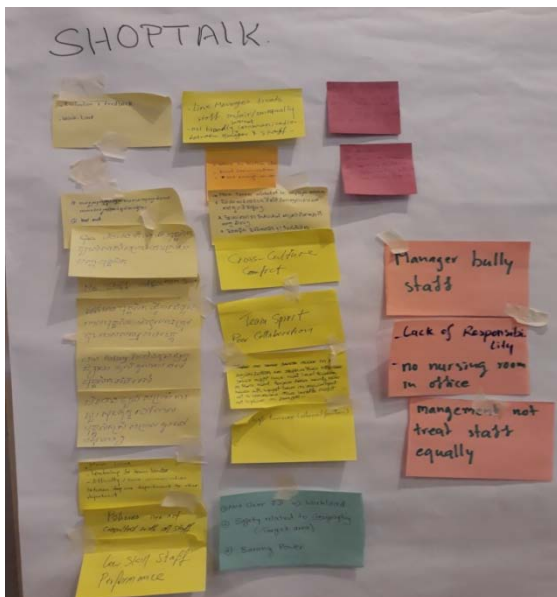
- Staff orientation (policies and internal management system, way of working in the organization, programs, clarify s/he job description, what is your dimension in the organization) it is the role of HR.
- Performance appraisal:
 - What have been archive do we need to award or upgrade job
 - Staff termination
 - Pay benefit it is an important point in the staff relation.
 - Staff slotting/job arrangement
- Employee satisfaction (staff retention, conflict in the organization, compliant, not follow supervisor)
- Culturalization in the organization
- Support staff (caring/coaching/counseling) it is HR role
- Conflict resolution
- Cost contentment:
 - Recruitment
 - Working process
 - Health and safety
 - Staff reward and compensation

➤ SHOPTALK

What are the main issue related to employee relation arise at your workplace?

❖ Challenges in employee relation:

- Confidentiality
- What manager should play?
- Staff benefit, manager leadership style
- Transformation
- Working behaviors (the manager should show the consistency with policy)
- Staff competency in the organization (while recruiting/interview staff mostly focus on hard skills forget soft skill)
- Management behavior (unfair treatment)
- The manager not following regulation/policies
- Competitive labors market (high rise is staff retention)
- Do not have any office politic
- Pulling forces
- Wrong OD at the right place



Q: What can we do, if the staff has high expectation from the manager /organization?

Shared by Speakers:

- Working flexible hours by clearly stated in MEMO
- Staff perception is different from staff understanding
- Manager Role should:
 - Try to complete what staff want to be (staff want to get any benefits from the organization)
 - Play role model and good relationship with staff
 - Leadership style should flexible based on situation (strict, compromise, encourage ...etc.)
 - Management and leadership should consistency
 - Make "Happy Hour":
 - Friday Learning English at least one hour
 - Football team (buy uniform)
 - Close office early and outside party with sharing cost/ coffee break and sharing all information..etc.

Case Study #1(Reward and compensation situation in the NGO)

The result of discussion:

1. Causes related to the above situation. Please elaborate it.
 - Salary scale under the market
 - Lack of compensation and benefits policy
 - Lack of staff survey and exit interview
2. What are the recommended solutions?
 - Update salary scale base on salary survey result
 - Develop/review compensation/benefit & recruitment policy

3. Please give detail of your recommended solution.

No.	Issues	Action	Who	Deadline
1	Update salary scale	Mgt meeting and approve on salary adjustment to all staff	HRM	Q1
2	Develop/review policies	Revise policies	HRM	Q2-Q3

Case Study #2. (Poor Management)

The result of discussion:

1. Causes related to this situation:
 - No clear policy/discipline
 - Not clear orientation induction
 - Nepotism
 - Poor behavior of Management team(Mgt)
 - Information not sharing widely with all staff
 - Benefit, job satisfaction
2. What are the recommended solutions?
 - Policy review (bottom up)
 - In compliance with labor law (HR + Staff + Mgt + Board)
 - Properly induction new staff, refresher, existing staff-HR
 - Staff representative & complaint box to board HR-Staff
 - Regular meeting, information system Mgt, admin team
 - Market adjustment survey (Job evaluation) HR-SMT
3. Please give detail of your recommended solution.
 - Find out what are the root causes?

Case Study #3. (Staff Turnover)

The result of discussion:

1. What would be your perspective on staff retention?
 - Staff left, it can be manager or organisation
 - Working environment
 - Capacity building and staff training planning
 - Staff benefits and staff wealth being
2. What strategies do you recommend to the management?
 - Conduct staff satisfaction survey
 - succession planning policy
 - staff welfare
 - succession planning
 - job motivation
3. What topics of your recommendation need to develop as policies?
 - Develop succession planning policy
 - Develop capacity building policy
 - Develop pay & benefits policy
 - Develop staff well being program policy



Case Study #4 (Poor Employee Relation)

The result of discussion:

1. What is the first thing you would do for this consultancy?
 - Survey, review on policy/ and desk review
 - Performance Management
 - Understanding and real situation in the organization
 - Review current policy with all staff
 - Meeting with management staff to reflect their performance by individually, reflect our own role then make action and facilitated by external consultant
2. Please list the areas where you plan to investigate?
 - Reflect on existing policy, procedure and mechanism
 - Put the result of reflection meeting into performance appraisal
 - Leadership style, structure of management
3. Please list down the policy and strategies that you are going to introduce to the management?
 - Should have Grievance policy and review staff policy then include key elements of good practice
 - Review management structure
 - Introduce new structure
 - Feedback box
 - Staff representative
 - Staff meetings
 - Market adjustment(by HR and SMT)

4. Please list down the challenges the company would face in implementing this ERP.
 - Resource mobilization
 - Slow down productivities

Case Study #5 (Poor Leadership)

The result of discussion:

1. Fact-finding process
 - Call management team for meeting (Evidences)
 - Assessment/survey (confidential) by random to relevant staff
 - Summary key finding + Recommendation compliance with internal policy and labor law
2. Reporting to SMT
3. Categorization of issue
 - Real
 - Not Real
4. Proposed solution
 - Inform to Senior Management Team (SMT) – Recommendation – Risk + Legal compliance
 - Inform to SMT- Individual/ Management Team, then Warning Letter

Case Study # 6. (Poor resource setting NGO)

The result of discussion:

1. List down all emotional boosting aspects and begetting of happiness
 - Create happy hour (Friday lunch)
 - Create work fair
 - Greeting each other
 - Create good teamwork
2. List down all work and performance barriers and obstacles:
 - Workload/Time management
 - Miscommunication
 - Poor facility and system
 - Poor technology
3. List down all the proposed program series of “Happy Staff”.
 - Awarded of appreciation (certificate..)
 - Friday learning (sharing experience)
 - One hour per week for chitchat together
 - Football team
 - Staff retreat

The detailed of each case study is in annex

Session 2: Continue sharing the real practice of each speaker on “Policy Formulation and Compliance”

The Policy Formulation and Compliance was shared by Mr. Chan Kanika, HR and Operation Manager of OXFAM, Mr. Pheap Mono, HR and Admin Director of PSI and Ms. Heng Ratana, HR Technical Manager of WVI.

✚ **Mr. Chan Kanika shared and continued his presentation** related topic “Policy Formulation and Compliance” by focusing the key content as below:

1. What is an internal policy?
2. How to write an Internal Policy?
3. Skeletons of the policy
4. Risk in Policy Formulation
5. Complaint
6. Complaint Mechanism
7. Dealing with Problems at Workplace

Please see the detail information in the attached file on CCC website.

Case Study on Policy Formulation on “Re-Hire Former Employee” By Populations Services International Cambodia (PSI/C)

Mr. Pheap Mono, HR and Admin Director of PSI, he shared his real practical on “Re-Hire Former Employee”, he focused on the key contents:

1. PSI had Re-Hire Former Employee policy and Form:

- Have good performance
- Set clear timeframe to re-hire staff
- Have knowledge
- Set clear criteria(qualification, personal quality, attitude, skill fit to new position,
- Provide recommendation to HR
- Line supervisor have make recommendation
- The same as salary before but review based on the real situation of staff is based on the budget available and flexible increasing policy with approval by ED.



✚ *Note: PSI did not call back if the former staff who was not fully completed probation period.*

2. What is the advantage of this policy?

- Staff motivation
- Save time
- Known for their good performance
- Line supervisor is important (let line supervisor appoint the satisfaction staff)

3. The process of recruitment (PSI has Recruitment Request Form)

✚ **Shared by Participants:** *They recruited the same process but did not announce, it based on requested and recommended by the manager to HR and Finance team, and let staff update their CV.*

4. Leadership

- HR is legal compliance
- Managing people
- How to manage 120 people in the organization
- HR played role the ears and eyes of the management team
- HR has to know policies and relevant laws on the top, have to read and remember all chapters in the policy
- HR has to know the trend of the organization
- Walk to the talk (do not say funny or promise anything to staff, if we do not clear information)

5. *The disadvantage of Re-Hire Employee:*

- The speaker commented that HR Director or Manager must be fair such as no blood employee
- New experience
- Poor performance

Group Sharing the Real Practical on " Complaint Mechanism"

▶ Mr. Chan Kanaika (Speaker), he provided a chance to participants and divided them into six small groups. Each group will be shared their real practical related to the procedure in dealing the complaint cases as below:

▶ **The Results with the proposed Complaint Mechanisms each group:**

Group I: Complaint Against Line Manager

Proposed Mechanism	Who involve?	Consultation	Results
1. Fact-finding / After approval by ED (complaint validate)	HRM and Complaint staff	Director	Root cause is found
2. Counseling (if not serious case)	Complainer, line manager	HRM	Positive or Negative
3. Investigate(serious case)	Committee	HRM and committee	Disciplinary Action

Group II. Complaint on Malpractice, Bullying, Sexual Harassment & Abuse

Procedure:

- Form Committee (staff representative, HR and external member)
- Consultation
- Investigate (Report)
- Hearing, then Decision (Innocent, Warning, Dismissal)
- Improvement plan

✦ **Can be involved based on case (Steering Committee, CD/ED, Head Quarter, Hotline contact)**

Group III. Complaint on Change Process and Dealing with Poor Performance

A). Complaint about Change Process:

- Training / Orientation (flow chart)
- Period/Time
- Practice
- Supporting
- Evaluation

✚ **Who involve: Relevant by all staff**

B). Dealing with Poor Performance:

- Setting Objective
- Coaching
- Midterm review
- Annual Performance Review
- Performance Improvement Plan (3-6months)
- Apply labour law

✚ **Who involve: HR, line manager, and staff**

Group IV: Dealing with Probationary Performance

The proposed mechanism:

- Address the problem in probationary
- Set SMART objective (clear indicator
- Clear policy, comply with the Labour Law and sign on Code Of Conduct
- Clear orientation and induction (JD....)
- Follow up, mentoring and Coaching
- Performance Appraisal (probation period)
- Form the meeting after got the result



Group V: Dealing with Critical and Terminal Illness

Proposed mechanism:

- **Doctor:** Issue Treatment letter, then send to manager and to HR
- Letter from Doctor also send to staff
- Compliance with HR policy and labour law (staff benefits and NSSF)
- Approval by ED
- Payroll Calculation after final approval (separate payment based on situation or status staff)
- Acknowledgement letter (can be less than or more than 6 months)

Group VI: Dealing with Fraud and Theft

Proposed mechanism:

- **Method:** Policy Base, evident base (investigation),
- **Involvement:** HR team, line manager, and finance team
- **Consultation:** Law inspector
- **Result:** termination (based on serious case or not)

Case Study on “Complaint Mediation” By World Vision International (WVI)

✚ *Ms. Heng Rotana, People & Culture Technical Manager of WVI, she shared her real practical on “Complaint Mediation”, she shared her procedure to solve the problem or cases:*

- Open for all staff to share what they want.
- Has hotline
- If case related to fraud, WVI has local Case committee (NMC_ National Management Committee).
- Has Risk Management Committee
- Reporting system
- Warning (if related to lost materials)
- Solve the problem based on recommendation
- Observe on their behavior....etc.
- Assets: we can also check value of inventory and Insurance (by Mr. Pheap Mono)

Q. How can we do when we terminate staff contract?, if we are in HRM role.

✚ *General commented by speakers: Ms. Heng Rotana and Mr. Pheap Mono*

A- HR should look at the two points: UDC and FDC based on Labour Law.

If they have poor performance; HR should have the plan to improve them. However, if related to finished fund (if UDC); HR has to discuss and consult with a layer, before making the final decision with SMT.

- *The best ways to solve the case is formal negotiation(face to face discussion)*
- *Find the third party to help in discussion*
- *Encourage and motivate them to speak out as closely friend*
- *HR and Admin manager must be a role model staff, respect rule/policies and professional speaking including dresses.*



Session 3: Evaluation Results of the Learning Forum

Based on the evaluation sheet showed the result overall of the learning forum as detail below:

Topics	Very Unsatisfied (%)	Unsatisfied (%)	Normal (%)	Satisfied (%)	Very satisfied (%)
Venue			2.86	45.71	51.43
Logistics providing			8.57	60.00	31.43
Understanding the contents		2.86	25.71	45.71	25.71
Explanation of speakers		2.86	22.86	54.29	20.00
Sharing Experience with speakers			20.00	60.00	20.00
Duration	2.86	2.86	25.71	51.43	17.14

▶ ***The key points that the participants have captured well from the learning forum are:***

- Concept of Employee Relation
- Employee Relation and challenges
- Risk of policy formulation
- Complaint Mechanism and solution of complaint
- How to develop Internal Policy and preparation
- Grievance Procedure
- Guest Speakers experience
- Re-Hire former employee relation and job hunting (gave clearly example with the real case)
- Sexual harassment
- 4Hs(Head, Heart, Hand & Hope)
- Staff expectation and perception

▶ ***The key points will be applied to improve their own skills as well as their organization's performance:***

- Employee Relation and challenges
- How to write internal policy
- Improve Employee Relation
- Complaint Mechanism
- Grievance Procedure
- Relationship in workplace
- Happy hour
- What should we do to ensure an effective and successful employee relation program
- Emotional Boosting (working environment)
- Labour law compliance

▶ ***The key points that the participants will share with others:***

- Component of employee relation and solution
- Policy update
- Happy hour
- Staff separation
- Re-hire former employee policy
- Employee Relation and challenges
- Communication
- Complaint Mechanism
- Grievance Procedure
- Staff management
- Staff organizing
- Staff recruitment
- Internal policy implementation
- Policy preparation
- Skeleton of policy
- 4Hs(Head, Heart, Hand & Hope)
- Risk in policy formulation
- How to write policy and content of Employee Relation
- Learned from experiences of the speakers

▶ ***The key commented by participants to improve for the next learning forum:***

- Time limited
- Great forum and continue finding more good topics to share in the next forum:
 - Performance Management(SMART) objective,
 - Pay Review/salary survey

- Change process
- Give more specific topic and more real practical
- *Should update labour law and Taxation law*
- *Should reduce topic*
- *Should add more day*

Conclusion

In general, the participants appreciated and satisfied with the 35th HR learning forum related to the venue, logistics providing, the learning topic and the sharing of each speaker etc. as the results shown in the evaluation table and listed points above. The participants have learned a lot from the speakers as well as they learned from each other included open speech of the Executive Director of CCC. They well captured of the key contents listed down above such as Concept of Employee Relation and challenges, Risk of policy formulation, Complaint Mechanism, How to develop Internal Policy, Grievance Procedure, Re-Hire former employee relation, Sexual harassment, 4Hs(Head, Heart, Hand & Hope), Staff expectation and perception. Moreover, the participants committed to share their colleagues and apply what they learned to improve their skill and daily performance.

Closing Remarks

At the end of the 35th HRM Learning Forum, Mr. Khorn Bunthong, Head of Operation of CCC expressed that, the “Employee Relation” this topic is very important for HR practitioners, this topic is related to the leadership (related to vision, mission and value, people relation and building trust between staff & staff and management team...etc.). Moreover, we must have 4Hs, if so, the risk will be reduced at the workplace.

He thanked the participants who spent their valuable time to attend the forum until the end; he also expressed thanks to speaker and HR working members who shared their knowledge and experiences in this learning forum and the last is CCC staff who organized the learning forum as well as donors and partners. Finally, he wished all have good luck, good health, and safe trip all the time when they go back home.

Annexes: Learning Documentations

