

Minutes The 40th Human Resource Management Learning Forum

“Change Management”

27 August 2020, 9:00 am – 12:00 pm

Virtual Platform through Google Meet




 គណៈកម្មាធិការ
 អន្តរជាតិសម្រាប់កម្ពុជា
 Cooperation Committee
 for Cambodia
 Comité de Coopération
 Pour le Cambodge

HR Learning Forum:
CHANGE MANAGEMENT
 27 August 2020 | 9:30am to 12:00pm
 Virtual Platform: **Google Meet**

Sessions :
 1. Planning
 2. Implementation

Registration :
Mr. Sok Neng, Learning Specialist
 neng.sok@ccc-cambodia.org
 012 266 234 / 098 777 905

Table of Contents

1. Introduction	3
2. Objectives of the Learning Forum	3
3. Process and Results	3
3.1. Setting the Ground Rules	3
3.2. Open Remarks	3
3.3. The Presentations	4
3.3.1. Planning of Change Management	4
3.3.2. Implementation of Change Management	5
3.3.3. Practical Sharing and Discussion on Change Management	8
4. Questions and Answers session	9
5. Closing Remark	15
6. Feedback Survey Result	15
6.1. Feedback Survey Result	15
6.2. Overall Learning Forum	16
7. Annex	16

Partnerships for Sustainable Development in Cambodia

1. Introduction

To respond to the needs of NGOs/Associations' Capacity Development and join the prevention and protection to the spread of Covid-19 through implementing the Cambodian Government's Instructions and Advisories, CCC conduct the 40th virtual platform of Human Resource Management Learning Forum on Change Management through Google Meet.

As the largest membership-based platform for Non-Governmental Organizations (NGOs) in Cambodia, by December 2019, the Cooperation Committee for Cambodia (CCC) has 208 International and Local NGOs as members and other networking with NGOs and Associations in 15 provinces, working on different development sectors in the country.

2. Objectives of the Learning Forum

- To increase the knowledge of the Change Management
- To build up more network and relationship among HRM practitioners and professionals for ongoing learning related HRM issues.

3. Process and Results

This HRM Virtual Learning Forum is conducted virtually/online with the total participants from NGOs/Associations who are HRM practitioners and professionals both CCC's members and non-CCC's members with the amount of 128 participants.

3.1. Setting the Ground Rules

- Ask the consent agreement from the speakers and the participants to record the virtual learning forum for the minute writing purpose.
- The participants are required to mute the sound while on board of virtual session
- The key questions and comments are available in chat box
- The participants are not allowed to mute the speakers. The repeat of this mistake will result in expel from the session
- Make sure the location with internet stability and avoid the interrupted voice from the background.

3.2. Open Remarks

Open remark by Mr. Sin Sokdom Head of Operation of CCC. He expressed that CCC have helped support our members in terms of capacity building on law/legal perspective and other. Our working groups are trying to find issues and be responsiveness. This forum is the great opportunity to learn about Change Management (CM). Most people feel that CM refer to change the leaders, but we surely refer to the change that include infrastructure, term condition for both NGO and even private sectors/institutions. This forum is very important and our speaker will

explain in the detail to contribute to the improvement of Change Management. Change Management may focus on 3 components: 1) When we change, 2) Why we change, and 3) How we change.

Change purpose will help the institute to earn and sustain. Before we do change management, we need to change the behavior. Through our learning, an organization first start to change behavior. We may think of one example such as fishing. Some staff always use the same location or tactic to do fishing, so there is no change in this process. Then if there is more flexibility such as changing from fishing to craping fish etc. Then we can get more fish using same time and place. Another example, one NGO has no HR, only admin will be in charge for HR purposes. In this case, the assigned role for admin team will be incorrect and not make job done. So, the problem will happen. Through this learning, the frequent of change management is important. In the period, Covid-19 requires us to make a change from face to face to virtual meeting. Hope that everyone can learn from this session.

3.3. The Presentations

3.3.1. Planning of Change Management

This presentation was made by **Mr. Un Cheyrith, HR Manager, Samaritan's Purse and HR WG member. Topic "Planning"**. The key focus will be the deep understanding of concept and flow of Change management concept, process and planning.

Change Management Plan (Cont.)

Change Management Committee (CMC)

- CD/ED (top management/decision making)
- HR Director/Manager (procedural approach/guidance and advice)
- Finance Director/Manager (budget management/impact)
- Program Director/Manager (impact on program implementation)
- Staff Representative
- Etc.

- RACI Matrix

□ RACI is an acronym for the four roles that stakeholders might play in any project or change situation:

- Responsible.
- Accountable.
- Consulted.
- Informed.



- RACI Matrix

Example – Assigning Persons to a Project:

	Adam	Ali	Emir	Peter	Sara	Nermin
Collect data	A	I	C	R		I
Analyze data	A	I		R	C	
Order parts	C	A	I			R
Install parts	I	A	R	C		I
Test		A	R	I		
Document	A	I	I		C	R

Change Management Plan (Cont.)

Study legal requirements to minimize risks
(one of tools to identify possible risks)

Risk Assessment (contd..)



Risk Scoring Results

Likelihood	Consequences				
	Insignificant	Minor	Modest	Major	Catastrophic
A. Almost Certain	1	2	3	4	5
B. Likely	1	2	3	4	5
C. Possible	1	2	3	4	5
D. Unlikely	1	2	3	4	5
E. Rare	1	2	3	4	5

Extreme Risk: Immediate Action when senior management get involved
High Risk: Management responsibility should be assigned
Modest Risk: Management should regularly monitor
Low Risk: Management should review

3.3.2. Implementation of Change Management

Ms. Seng Sothla HR, Admin and IT Manager, WWF-Cambodia and HR WG members: She presented that every organization has already affected by Covid-19. The affect will also spread to all people and family members. We only pick the key note for the presentation. HR is not alone to handle the change management, we need all related colleagues such as finance, admin and program. HR must have strong voice on this process and work closely with all staff.

Implementation (Cont.)

What is it to communicate?

Change happening : **fund reduction/downsizing** that leads to restructure or staff redundancy or closing down the organization.

- CM Manager (CD) will set up meeting plan in advance (at least 3 months)
- RACI had developed and presented to all the CMT ,share to staff so that they know who doing what

Implementation

Study Legal requirements

- What does **Cambodian Labor Law** say about employee layoff (UDC/FDC)?
 - Notice Period, Compensation, Service Certificate, Recommendation, Appreciation
 - Retirement/resignation, no replacement
 - Suspension: following current govt. instruction
 - Leave: unpaid leave
 - Wage reduction to maintain job security
- What does **internal regulation (HR Policy)** of the organization about employee lay off or redundancy?
- Taxation Law. Technical support from Regional Team/BoD
- Seek **consultation from Lawyers/Consultant** if applicable

23

Implementation (Cont.)

Outplacement

Outplacement is the initiative approach by the organization to help their laid-off employees equipped for new job searching, such as:

- Training on writing attractive CV
- Interview Skills
- Refer to network for available positions, recruitment agency...
- Introduce excellent job search tools, website to market themselves

Monitoring Results

- Review clear KPIs based on the planning stage (RACI)
- Adjust the change plan as required
- Update KPIs with CMC

Mr. Pheap Mono, Country People Manager of VSO and HR WG member: He added his idea and experiences of CM, I refer to redundancy not termination. I have met this process 2 times. I have gone through trouble and nightmare such like resolving debt. We need to be very careful and we as HR are very important to coordinate with staff and law. We also need to build trust with staff by listen more and speak less. Some staff try to gathering gossip and share information. By this case, we need to explain any term of references, minute record to make sure staff understand well on this CM. Until staff accept the change, then it will be very easy to coordinate by using their heart and hand. Also, we need to carefully check about last payment to avoid problem aftermath. We suggest all HR WG need to pay attention and focus on psychological support to make sure people and staff meet their expectation and understand the change management. Please engage to lawyer to help review on legal base. We need to show ourself neutral both management and staff. HR must take care and balance of your family living and personal healthcare during the CM period or any crisis time.

For the detail, please see the presentaton below:



Change
Management-HR-Le

Ms. Chan Somaly also announce during break time for membership promotion:

We have both CCC's members and non-CCC's members who participate in this virtual Learning Forum. We have points to share as follow:

- 1- CCC has been established since 1990 and membership organization.
- 2- 7 CCC service
- 3- Other

Partnerships for Sustainable Development in Cambodia



- ## Key Services of CCC
1. Governance System/Tool
 2. Capacity Development
 3. Research
 4. Multi-Stakeholder Engagement
 5. Advocacy/Lobbying
 6. CSO Fund/Financial sustainability
 7. ICT tools and Innovation

NGO Directories & Publications

NGO Directories

- International NGOs Directory
- Cambodian NGOs Directory
- Agency Contact Listing
- Funding Agency & Partnership
- Provincial NGO Networking
- NGO Networking & Partnership

Booklets

- Consultancy
- Consultant, Training
- Meeting Room
- Translator
- Audit

Membership Benefits

Information Sharing, and Networking

- Information Exchange
- E-Link & E-announcement (website/email) & I-Broad
- Shared voice both national and international

NGO Directories

- International NGOs Directory
- Cambodian NGOs Directory
- Agency Contact Listing
- Funding Agency & Partnership
- Provincial NGO Networking
- NGO Networking & Partnership

Partnerships for Sustainable Development in Cambodia

Membership Benefits

Capacity Development and Community of Good Practices

Contact Person

1. **Mr. Chen Sochoeun**
Membership Development Manager
Email: sochoeun.chen@ccc-cambodia.org
Tel: 012 904 554

2. **Mrs. Chan Somaly**
Membership Development Specialist
Email: somaly.chan@ccc-cambodia.org
Tel: 092 959 709

For more detail, please see the attached presentation



Membership Presentation 2020.p

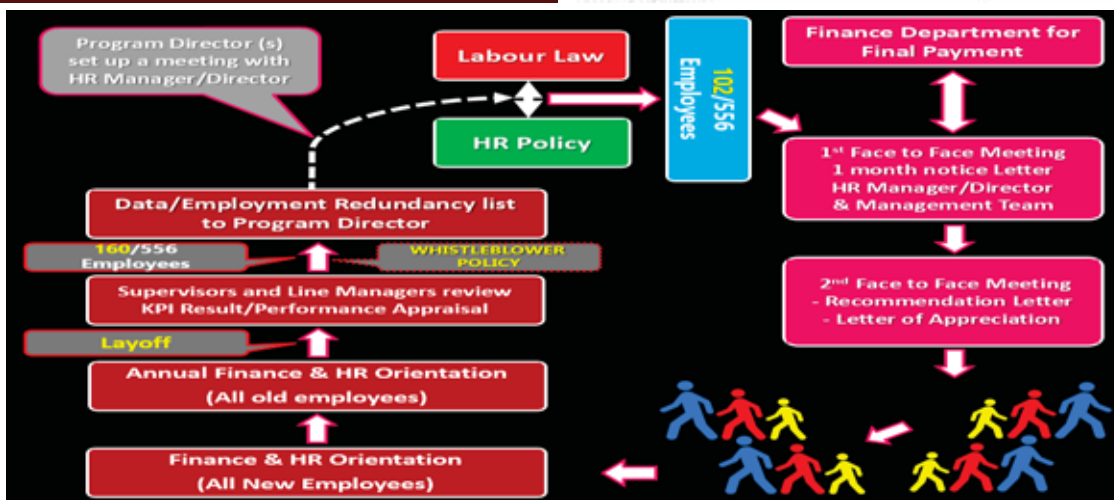
3.3.3. Practical Sharing and Discussion on Change Management

Mr. Lay Chhun HR Manager, iDE Cambodia, and HR WG members: He added that CM is the sensitive topic and HR professionals always have trouble about this. But we are sure that we always have plan to cope with this issue to reduce the challenges. We may also encounter difficulty both mental and physical, satisfaction or dissatisfaction.

He also presented the back ground of iDE working on market base approach to reduce poverty for 30 years. It was built in USA since 1981. We work on Agriculture, water and rural development. We have base in US, Canada and other 11 countries. We also work in central US, Africa and Asian. We have 1k up staff around the globe. The movement of staff cause the change to our structure. So, now we will study as slide below:



Partnerships for Sustainable Development in Cambodia



For the detail presentation, please see below:



CCC-HR-Layoff-iDE-
HR Learning Forum

4. Questions and Answers session

Mr. Sok Neng, the facilitator asked the participants to drop the questions in the chart box if they have any questions, comments and suggests. He would facilitate those questions with the speakers to respond the questions. Below is the questions and answers:

Question 1: Do you have any format or sample to tracking staff data to share to us?

Answer 1: Normally, we use Excel Sheet to track and monitor staff data internally per each NGO.

Question 2: ក្នុងករណី ជាប់គម្រោង តើត្រូវធ្វើការជូនដំណឹងជាលាយលក្ខណ៍អក្សរទៅបុគ្គលិកដែររឺទេ? In case of the project is ended, are informed with written letter to staff?

Answer 2: ខ្ញុំខ្ញុំគិតថា នៅត្រង់ចំណុចនេះ បុគ្គលិកម្នាក់ៗច្បាស់ជាមានកិច្ចសន្យាការងារដែលធ្វើឡើងរវាងអង្គភាព និងសាមីបុគ្គលិក។ ដូច្នេះ ត្រូវពិនិត្យមើលទៅលើប្រភេទកិច្ចសន្យា ថាតើជា FDC ឬក៏ជា UDC។ តាមលក្ខខណ្ឌសំណួរ មានន័យថាកិច្ចសន្យាការងាររបស់បុគ្គលិកនឹងត្រូវរំលាយនៅពេលដែលគម្រោងចប់។

- FDC: សូមមើលនៅក្នុងផ្នែកទី៣ ងារការសន្យាកិច្ចរំលាយការ-> កក់ណត់មានដែលងារការសន្យាកិច្ច ចិរវេលា។
 - o បើកិច្ចសន្យាការងារនេះមានចិរវេលាលើសពី៦ខែ និយោជិតត្រូវបានគេជូនដំណឹងជាមុនចំនួន ១០ថ្ងៃ អំពីការផុតរលត់នៃកិច្ចសន្យា ឬការមិនបន្តឡើងវិញនៃកិច្ចសន្យា។ បើកិច្ចសន្យានេះមាន ចិរវេលាលើសពី១ឆ្នាំ និយោជិតត្រូវបានជូនដំណឹងជាមុនចំនួន១៥ថ្ងៃ។
 - o បើគ្មានការជូនដំណឹងមុនទេ កិច្ចសន្យាត្រូវបន្តក្នុងចិរវេលាស្មើគ្នានឹងចិរវេលាដែលបានចុះកិច្ចសន្យាគ្រាន់បង ឬត្រូវចាត់ទុកថាជាកិច្ចសន្យាដែលគ្មានកំណត់ចិរវេលាពិតប្រាកដ បើចិរវេលាសរុបនៃការបន្តកិច្ចសន្យានោះ លើសពីចិរវេលាដែលមានកំណត់ក្នុងមាត្រា៧៦។

ដូច្នេះ ចាំបាច់ត្រូវតែជូនដំណឹងដល់និយោជិតជាដាច់ខាត អំពីការរំលាយកិច្ចសន្យា ដោយសារគម្រោងត្រូវបញ្ចប់។

- UDC: ក្នុងនៅមើលសូម នេះសន្យាកិច្ចប្រភេទសម្រាប់ មាត្រា៧៥ អំពីរយៈពេលនៃការជូនដំណឹង។
 - o ត្រូវជូនដំណឹង៧ថ្ងៃមុន ប្រសិនបើកម្មករនិយោជិតធ្វើការតិចជាង៦ខែ។
 - o ត្រូវជូនដំណឹង១៥ថ្ងៃមុន ប្រសិនបើកម្មករនិយោជិតធ្វើការពី៦ខែ រហូតដល់២ឆ្នាំ។
 - o ត្រូវជូនដំណឹង១ខែមុន ប្រសិនបើកម្មករនិយោជិតធ្វើការលើសពី២ឆ្នាំ រហូតដល់៥ឆ្នាំ។
 - o ត្រូវជូនដំណឹង២ខែមុន ប្រសិនបើកម្មករនិយោជិតធ្វើការលើសពី៥ឆ្នាំ រហូតដល់១០ឆ្នាំ។
 - o ត្រូវជូនដំណឹង៣ខែមុន ប្រសិនបើកម្មករនិយោជិតធ្វើការលើស១០ឆ្នាំ។

ប្រសិនបើមិនធ្វើការជូនដំណឹង ស្មើនឹងនិយោជករំលាយកិច្ចសន្យាការងារនេះដោយចេញពីឆន្ទៈខ្លួនឯងតែម្ដង ហើយនិយោជកនឹងតម្រូវឲ្យចេញប្រាក់ទូទាត់ដល់កម្មករនិយោជិត ដែលមានចំនួនស្មើនឹងប្រាក់ឈ្នួល ហើយនិងអត្ថប្រយោជន៍គ្រប់ប្រភេទដែលកម្មករនិយោជិតត្រូវបានក្នុងរយៈពេលឲ្យដំណឹងមុនដែលនិយោជកមិនបានគោរពត្រឹមត្រូវ។

សូមមើលនៅក្នុងមាត្រា៧៧ ៧៨ ,និងមាត្រា៧៩បន្ថែម។

Question 3: តើបុគ្គលិកដែលមានប្រភេទកិច្ចសន្យាការងារថេរវេលាមានកំណត់ (FDC(នៅពេលដែលគាត់លា ឈប់មុនពេលកំណត់នៃកិច្ចសន្យា តើអង្គការត្រូវទូទាត់ប្រាក់អតីតភាពការងារអោយគាត់ដែរឬទេ បើយោងតាម ច្បាប់ការងារ?

Answer 3: ប្រាក់អតីតភាពការងារ អនុវត្តតែសម្រាប់ប្រភេទកិច្ចសន្យា UDC ប៉ុណ្ណោះ។ ប្រាក់អតីតភាពនេះ មក ជំនួសប្រាក់បំណាច់បណ្តេចញដែលមាននៅក្នុងមាត្រា៨៩ ដែលត្រូវបាននិរាករចោលកាលពីឆ្នាំ២០១៨។ ដូច្នោះ FDC គ្មានសិទ្ធិទទួលបានប្រាក់អតីតភាពការងារទេ។

សូមមើលនៅក្នុងមាត្រា ៧៣នៅក្នុងមាត្រានេះពន្យល់អំពីការរំលាយកិច្ចសន្យាដែលថេរវេលាមានកំណត់(FDC) ។ប្រសិនបើគាត់លាឈប់មុនកាលកំណត់ ដោយគ្មានការព្រមព្រៀងពីអង្គការទេ មានន័យថា គាត់រំលាយកិច្ច សន្យាចេញពីឆន្ទៈរបស់គាត់តែឯង។ ករណីបែបនេះ និយោជកមានសិទ្ធិទទួលបានថវិកាស្មើនឹងការខូចខាត របស់អង្គការដែលបានផ្តល់ឲ្យដល់កម្មករនិយោជិត។

ប៉ុន្តែ បើសិនជាមានការព្រមព្រៀងរវាងភាគីទាំងពីរ (និយោជក និងនិយោជិត) អំពីការរំលាយកិច្ចសន្យានេះមុន កាលកំណត់ ដោយយោងទៅលើហេតុផលសមរម្យ អង្គការត្រូវផ្តល់ជូនកម្មករនិយោជិតនូវប្រាក់បំណាច់បញ្ចប់ កិច្ចសន្យា ដែលយ៉ាងតិចស្មើនឹង ៥%នៃប្រាក់ឈ្នួលសរុបដែលកម្មករនិយោជិតទទួលបានក្នុងកំឡុងពេលធ្វើការ ។

Question 4: How to handle this change management for a small organization where there is no HR staff or manager?

Answer 4: If there is no HR staff or manager in a small organization, the Executive Director/president of the organization can also play a role as an HR Manager, but to make sure there is one or more staff representatives to involve in the process by participatory approach or FGD (Focus Group Discussion) and also use labor law for any progress.

Question 6: Change Management (CM) is the sensitive topic to staff, what CM will benefit to staff besides of the negative impact to staff? How to explain them to understand this CM?

Answer 6: Is change management on the side of the employer or the side of the employee? That was the question an employee normally bears in mind. My short answer was for both:

As an employer/organization, some of your change management benefits include:

- Increased employee engagement
- Increased sustainability of the changes you implement
- Increased return on your change investment

As an employee, some of your change management benefits include:

- Increased involvement in the implementation of the change
- Increased time to prepare for the change
- Reduced stress and a greater sense of control

What you should do:

- Improving employees' understanding of change.
- Increasing communication between management and employees.
- Identifying and mitigating risks.
- Enhancing employee satisfaction.
- Boosting trust between management and employees.
- Improving employee skills and proficiency through change-related training initiatives.
- Note: You could share what you learnt from the 40th HR Learning Forum

Questions 7: If one institute does not have Human Resource Policy, what will it affect to that institute? នៅក្នុងអង្គការមួយមិនមានគោលនយោបាយធនធានមនុស្ស តើវាមានផលប៉ះពាល់អ្វីខ្លះដល់អង្គការ? ហើយមិនមានអ្នកទទួលខុសត្រូវខាងផ្នែកធនធានមនុស្ស មានតែមន្ត្រីរដ្ឋបាល តើវាមានផលប៉ះពាល់អ្វីខ្លះដល់អង្គការ?

Answer 7:

- Most of the authorities and power depend on particular persons.
- Inefficiency in how to enhance the organization motivation and engagement.
- It does not sound good governance and transparency.
- More urgent issues needed more immediate attention
- It is difficult to deal with internal conflict
- It does not sound legal compliance.

Questions 8: ធ្វើដូចម្តេចដើម្បីគ្រប់គ្រងអោយមានប្រសិទ្ធភាពក្នុងការផ្លាស់ប្តូរអំឡុងពេលកូវីដ១៩? How to manage the change management effectively during Covid-19?

Answer 8: I would like to recommend you to apply from you what you learnt from the 40th HR Learning Forum (Lessons and tools from the Change Management and consult with the experienced ones.)

Question 9: នៅក្នុងអង្គការបើមានគោលនយោបាយបុគ្គលិកផ្ទៃក្នុងហើយ តើតម្រូវអោយតម្កល់នៅក្រសួងការងារដែររឺទេ? The institute has internal human resource policy, does it have to be filed at the ministry of labor?

Answer9: Before coming into effect, the internal regulations/policies shall be visited by the Labor Inspector. (Please read more in section II: Internal regulations of the enterprise in article 24 of the Cambodian Labour Law)

Question 10: បុគ្គលិកដែលមានកិច្ចសន្យាការងារចិរវេលាមិនកំណត់ពេលគាត់សុំលាយបំបែកការងារ តើគាត់ត្រូវទទួលបានអត្ថប្រយោជន៍បន្ថែមអ្វីខ្លះ ក្រៅពីប្រាក់ខែចុងក្រោយ និងច្បាប់ប្រចាំឆ្នាំដែលនៅសល់? The employees who signed the FDC contract, when they resign what benefit do they receive besides the last salary and the remaining annual leave?

Answer 10: ករណីនេះគាត់នឹងទទួលបាន ប្រាក់ខែចុងក្រោយ និងច្បាប់ប្រចាំឆ្នាំតាមច្បាប់ការងារ ប៉ុន្តែកុំភ្លេចពិនិត្យមើលលើបទបញ្ជាផ្ទៃក្នុងរបស់អង្គការ តើមានចែងអត្ថប្រយោជន៍ផ្សេងដែលឬទេ?ដូចជាប្រាក់សន្សំ ឬ

ប្រាក់សុខភាពជាដើម។ In this case, they will receive the last salary and the remaining annual leave based on the labor law. However, the other benefits will be provided according to your internal policy of your NGO.



ខ. ការរំលាយកិច្ចសន្យាការងារ (ត)

❖ ការរំលាយកិច្ចសន្យាការងារមានថិរវេលាមិនកំណត់ (ត)

- > ក្នុងករណី និយោជកបញ្ឈប់កម្មករនិយោជិត ដោយគ្មានហេតុផលត្រឹមត្រូវ កម្មករនិយោជិតត្រូវទទួលបាន៖
 - ✓ ប្រាក់ឈ្នួលដែលមិនទាន់បានបើក
 - ✓ ប្រាក់បំណាច់ជួសការឱ្យដំណឹងមុន ក្នុងករណីដែលនិយោជកមិនបានជូនដំណឹងមុនត្រឹមត្រូវតាមការកំណត់របស់ច្បាប់ និងបទដ្ឋានគតិយុត្តជាធរមាន
 - ✓ ប្រាក់បំណាច់ទូទាត់ជួសការឈប់សម្រាកប្រចាំឆ្នាំដែលនៅសល់
 - ✓ ប្រាក់បំណាច់អតីតភាពការងារក្នុងធនាគារណាមួយដែលកម្មករនិយោជិតត្រូវបានបញ្ឈប់ស្មើនឹងប្រាក់ឈ្នួល និងប្រាក់បន្ទាប់បន្សំចំនួន៧ថ្ងៃ បើកម្មករនិយោជិតនៅសល់អតីតភាពការងារ ចាប់ពី១ខែ ដល់ក្រោម៦ខែ
 - ✓ ប្រាក់រំលឹកអតីតភាពការងារមុនឆ្នាំ២០១៩ សរុប ដែលនិយោជកមិនទាន់បានផ្តល់ឱ្យ
 - ✓ ប្រាក់សោហ៊ុយជម្ងឺចិត្ត (បើមានការស្នើសុំ)
- > ក្នុងករណីនិយោជកបញ្ឈប់កម្មករនិយោជិតដោយកំហុសធ្ងន់ កម្មករនិយោជិតអាចទទួលបាន៖
 - ✓ ប្រាក់ឈ្នួលដែលមិនទាន់បានបើក
 - ✓ ប្រាក់បំណាច់ទូទាត់ជួសការឈប់សម្រាកប្រចាំឆ្នាំដែលនៅសល់

Question 11: សំនួរទាក់ទងនឹងមាតុភាពរបស់បុគ្គលិកFDC នៅក្នុងមាតុភាពបាន៦០ ថ្ងៃ កិច្ចសន្យារបស់គាត់ត្រូវចប់ (២០២០ ៣១), តើអង្គការត្រូវបន្តមាតុភាពឲ្យគាត់៣០ថ្ងៃបន្តទៀត? ឬអាចបញ្ឈប់ត្រឹមកិច្ចសន្យាដែលបានកំណត់?

Answer 11: យើងមិនអាចបញ្ឈប់កិច្ចសន្យាបុគ្គលិកស្រ្តីក្នុងពេលសម្រាកមាតុភាពទេ យោងតាមមាត្រា១៨២នៃច្បាប់ការងារ ។ ករណីនេះត្រូវអនុវត្តពេលណាគាត់បានចូលមកធ្វើការងារជាធម្មតាវិញដោយត្រូវធ្វើការជូនដំណឹងតាមច្បាប់ការងារ និងគោលការណ៍ធនធានមនុស្សរបស់អង្គការអោយបានត្រឹមត្រូវ។

Question 12: ប្រសិនបើគាត់ redundancy in March តើយើងគួរតែអោយbonus 50% for Pchum Ben? កិច្ចសន្យារបស់គាត់បញ្ឈប់នៅវិច្ឆិកា។

Answer 12: មិនសូវយល់សំណួរ តើឈប់ក្នុងខែ មិនា ឆ្នាំ ២០២១ រឺក៏ខែ វិច្ឆិកា ២០២០? បើដូច្នោះបញ្ឈប់ក្នុងខែណាមួយក្នុង២ខាងដើម គាត់ត្រូវទទួលបាន ប្រាក់រង្វាន់ពេលក្តីខែ កញ្ញា ២០២០នេះទៅតាមអត្រាសមមាត្រជាក់ស្តែង។ ចំពោះវដ្តនៃការផ្តល់តាមអត្រាសមមាត្រគឺអាស្រ័យលើគោលការណ៍របស់អង្គការនីមួយៗ ខ្លះគិត

តាមឆ្នាំសុរិយគតិពីខែមករាដល់ធ្នូ។ ស្ថាប័នខ្លះគិតពីខែមេសាដល់មីនា ឬកញ្ញា អាចសួរលំអិតមកក្រុម បច្ចេកទេសខាងធនធានមនុស្ស គុសក។

បើសិនជាការយល់ឃើញរបស់ខ្ញុំខាងលើមិនត្រូវ Bonus មិនមានចែងក្នុងច្បាប់ការងារទេ សូមពិនិត្យមើលក្នុង គោលនយោបាយធនធានមនុស្សរបស់អង្គការខាងក្នុង។ សូមអនុវត្តតាមគោលការណ៍ខាងក្នុងអោយ ច្បាស់លាស់ជៀសវៀងការតវ៉ាពីបុគ្គលិក។

Question 13: ការកាត់បន្ថយបុគ្គលិកនៅក្នុងស្ថាប័នត្រូវចូលរួមពីរដ្ឋាភិបាលខ្លះ? In the redundancy, who should be involved/committee members?

Answer 13: CD/ED (top management/decision making)

- HR Director/Manager (procedural approach/guidance and advice)
- Finance Director/Manager (budget management/impact)
- Program Director/Manager (impact on program implementation)
- Staff Representative
- Other as need in the organization

Question 14: ប្រសិនបើយើងចាំបាច់ត្រូវកាត់បន្ថយបុគ្គលិកមួយចំនួនដែលពួកគាត់នៅតួនាទីតែមួយ តើយើង ត្រូវធ្វើដូចម្តេចដើម្បីឲ្យមានតម្លាភាពសម្រាប់អ្នកដែលយើងបញ្ឈប់កិច្ចសន្យាជាមួយគាត់ និងអ្នកដែលនៅបន្ត ជាមួយយើង? What should we do fairly/transparently if we lay off some staff with the same positions?

Answer 14: There are 2 options:

- Please refer to LL mass layoff, we need to follow the labor law, please follow the slide of presentation.
- If there is one position is kept within the org. However, there are 2 or more than 2 staff need to be made redundancy, please develop the clear new JD and open the internal job recruitment to all staff to apply.

Question 15: ក្នុងករណីកាត់បុគ្គលិក (មុខតំណែងដូចគ្នាចំនួន៣ តែយើងកាត់តែពីរ ទុកមួយ) ប្រសិនបើយើង ប្រកាសជ្រើសរើសទាំងខាងក្នុងនិងក្រៅអង្គការហើយបុគ្គលិកដែលកាត់គាត់ជាប់មុខតំណែងនឹងដដែល។ តើ យើងគិតអត្ថប្រយោជន៍អោយគាត់តាមច្បាប់ការងារទេ ទាក់ទងនឹងRedundancy package?

In case staff of 3 staff with the same position (will lay off two but keep one staff), the organization announced that position internally and externally. Do we calculate redundancy package to the redundant staff?

Answer 15: Redundancy package is applied only for leaving staff from the organization. If staff passed the recruitment for the new role, the organization should not pay the redundancy package because he/she still within the organization.

Question 16: តើស្ថាប័នអាចបញ្ឈប់បុគ្គលិកដែលកំពុងសម្រាកមាតុភាពដែរឬទេ កំឡុងពេលដែលធ្វើបញ្ឈប់ការងាររួមគ្នា (Mass Layoff)? Can the institute end the employment contract of staff who are in the maternity leave (Mass Layoff)?

Answer 16: No, please refer to labor law article 182.

Questions 17: Example: If he redundancy in August should pay the bonus 50% for pchum ben day.

Answer 17: Yes, he is eligible for bonus but please check your internal HR policy on this and check the practices within the past 6 or 12 months if there were any same cases or not.

5. Closing Remark

The remark was made by **Mr. Lay Chhun HR Manager, iDE Cambodia, and HR WG members.**

He said that, this forum is very important for all NGOs. We encourage everyone to continue using our labor law or other legal understanding that require us know leadership and management and plus the knowledge of labor law. I am sure that you as HR will have critical thinking and flexibility of dealing with issues. Many thanks to all speakers to help contribute to make this LF happen and help many people. I am sure after Covid-19; we may have chance to meet again soon. Wish you all and CCC a healthy and success.

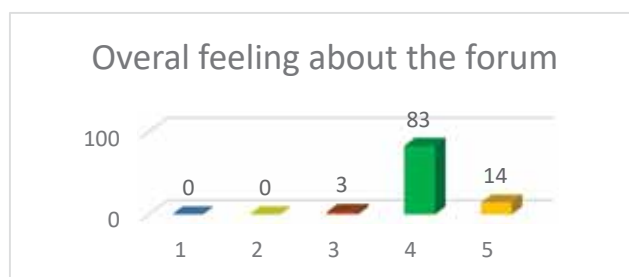
6. Feedback Survey Result

6.1. Feedback Survey Result

After the Human Resource virtual learning forum, Mr. Sok Neng, Learning Specialist, requested the participants to provide feedback on the Learning Forum through Google Form. Below is the result of feedback survey which were 35 responses who provided the feedback among 128 participants participated the virtual learning forum.

6.2. Overall Learning Forum

Based on the graphic showed that the participant is very satisfied to the learning forum because they provided rating 83% at the scale 4th and 14% at 5th.



The topic covered were relevant to me was provided 46% and 43% at the scaling 4th and 5th and the content was organized and easy to follow 74% and 11% as the higher and highest rating scale. The speaker/facilitator was knowledgeable about the forum topics is 74% as very satisfied. Understand clearly on how to use Google Meet for learning forum 66% and 17% at 4th and 5th, it means that the participant know how to use Google Meet and the ground roles of the virtual platform. Please see the table below:

How do you feel about the statement below? Rating Scale from 1 to 5. 1=Very Unsatisfied, 5=Very Satisfied	1	2	3	4	5	Total	Average
	%	%	%	%	%	%	
1. Questions and interaction were encouraged through Chart Box.	0	3	11	66	20	100	4
2. The topic covered were relevant to me.	0	0	11	46	43	100	4
3. The content was organized and easy to follow.	0	0	14	74	11	100	4
4. The materials distributed were helpful	0	0	9	60	31	100	4
5. The speaker/facilitator was knowledgeable about the forum topics	0	0	9	60	31	100	4
6. The speaker/facilitator was knowledgeable about the forum topics.	0	0	11	74	14	100	4
7. The forum objectives were met	0	3	17	60	20	100	4
8. The time allocated for the forum was sufficient	0	6	34	54	6	100	4
9. Understand clearly on how to use Google Meet for learning forum.	3	0	14	66	17	100	4
Total Average							36

7. Annex

Detail Agenda

Partnerships for Sustainable Development in Cambodia

Time	Key Contents	Resource persons
09:00-09:30	Online registration to join the learning forum	<ul style="list-style-type: none"> • CCC Team
09:30-09:35	Introduction objectives of learning forum and general announcements	Mr. Sok Neng Learning Specialist, CCC
09:35-09:45	Welcome and Opening Remarks	Mr. Sin Sokhdom Head of Operations, CCC
09:45-10:15	Session 1: Presentation Of Change Management - Planning	Speaker: Mr. Un Cheyrith HR Manager, Samaritan's Purse and HR WG member Dr. Pen Sharak Pheap Director General, 5P Up2date and HRWG member
10:15-11:10	Session 2: Presentation Of Change Management - Implementation	Speaker: Ms. Seng Sothla HR,Adm and IT Manager, WWF-Cambodia and HR WG members Mr. Pheap Mono, Country People, VSO, and HR WG members
11:10-11:50	Session 3: Practical Sharing and Discussion - Questions and Answers	Speaker: Mr. Lay Chhun, HR Manager, iDE Cambodia, and HR WG members
11:50-12:00	Closing the event	Representative of HR WG members

Partnerships for Sustainable Development in Cambodia