



International  
Labour  
Organization



## Job Announcement - Socially Responsible Transitions Advisor

### Overview

<b>Location:</b>	Phnom Penh
<b>Grade:</b>	NOA
<b>Contract type:</b>	Fixed-term, temporary appointment
<b>Duration:</b>	8 months, starting August 2009
<b>Organization:</b>	ILO Better Factories Cambodia

### Background – the economic crisis and the Cambodian garment Industry

Since 2001 ILO has been involved in a project in Cambodia to improve working conditions in garment factories. The project, *Better Factories Cambodia*, does this by monitoring and reporting on working conditions according to national and international standards and by helping factories to improve their productivity through various training opportunities and resources.

The garment sector is Cambodia's largest industry and today garments make up about 80% of the export earnings. US companies buy 70% of Cambodia's garment production and European firms buy most of the remainder. Nearly 300 000 workers – or around 4.3 percent of the labour force – are employed in the export garment sector.<sup>1</sup>

The garment sector is crucial to Cambodia's economic and social development as it is the largest source of formal employment in the country. It is important for Cambodia's economic stability that the industry remains stable and continues to attract foreign garment buyers and bring income to many Cambodian workers and their families, especially women workers.

Due to the current economic crisis, orders for garments have been reduced considerably, which has resulted in factory closures and the need for factories to rationalize their production to fit the current economic environment. ILO is seeking with its partners to assist the garment industry (and possibly other industry sectors) in the handling of redundancies and layoffs.

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<sup>1</sup> These figures are estimates based on the recent CIDS rapid assessment in Cambodia, which places the combined numbers of employed across agriculture, industry and services in 2008 at 8.1 million.

## **Function**

To provide advisory services to the industry in planning and executing “Socially Responsible Transitions,” which will allow for maximum number of workers to retain their jobs and will allow for a peaceful and structured handling of suspensions, redundancies and layoffs in consultation with employers and workers representatives and in accordance with the law.

## **Responsibilities**

- Provide clear guidance to manufacturers, unions and the Government on how to minimize the negative effects of factory layoffs and closures, including awareness promotion among employers and workers of relevant legal protections and procedures relating to closures and layoffs
- Create and disseminate concrete information tools on legal requirements, consultative and participatory processes to be applied, common criteria when selecting for redundancy, transparent communication, maintaining employee morale, post layoffs assistance etc.
- Collect, document and analyze cases of both well and badly managed suspensions, layoffs and factory closures and transform this learning into case profiles that can be used for training and orientation on “how to” and “how not to” learning tools (see Annex 1 for a profile).
- Provide training to targeted to key industry actors (Camfeba, GMAC, unions and Government counterparts)
- Other relevant tasks identified by the supervisor

## **Education**

University degree in relevant area such as law, education, business, social policy

## **Experience**

At least five years professional experience in social dialogue, private sector development, labour law and policy administration, CSR, enterprise development, and/or labour standards compliance

## **Competencies**

1. Good knowledge and understanding of Cambodian Labour Law and regulations
2. Training and presentation experience

3. Knowledge and experience of industrial relations and building of social dialogue between management and worker representatives at the workplace
4. Ability to work effectively with a range of stakeholders including staff, government officials, management, unions and NGOs
5. Good written and oral communication skills, including interviewing skills
6. Conflict resolution and mediation skills
7. Understanding of principles of gender equality
8. Good judgment
9. Good analytical skills
10. Able to work independently and take initiative
11. Knowledge of basic computer software such as Microsoft Office, email

### **Languages**

Fluency in spoken and written Khmer  
Good knowledge of spoken and written English  
Chinese language skills an asset

### **Supervision**

The Advisor will work under the direct supervision of the Technical Specialist (Legal) and the general supervision of the Better Factories Cambodia Chief Technical Advisor.

If you are interested in applying for this position, please submit your CV and a cover letter to Ath Socheat by **July 17, 2009 at 5pm** ([socheat@ilo.org](mailto:socheat@ilo.org)). Your cover letter should include a listing of the first 4 competencies indicated above, and should explain for each of these competencies how your knowledge and experience make you qualified in the competency.

## Annex 1

### Template for case study – “Socially Responsible Transition” Training

**Note:**

- 1) Please fill in as many content points in the template as possible. In case any content point is not available, please leave it in blank.
- 2) This template is for both GOOD and BAD cases.

<b>Key content points</b>	<b>Example</b>
<p><b>Background information:</b></p> <ol style="list-style-type: none"> <li>1. Name of factory</li> <li>2. Location</li> <li>3. Photos of factory (please send as attachment)</li> <li>4. Ownership</li> <li>5. Years of operation</li> <li>6. Number of workers/ % of permanent</li> <li>7. Union status</li> <li>8. Key buyers</li> <li>9. Products</li> <li>10. Business problems that lead to potential retrenchment (What? When?)</li> </ol>	<p>ABC factory in Indonesia.</p> <p>Korean ownership.</p> <p>1000 workers 50% unionized. Have a collective bargaining agreement. All staff permanent.</p> <p>Sport wear Orders dropped significantly because of the crisis.</p>
<p><b>How did the factory respond to the problems?</b></p> <ol style="list-style-type: none"> <li>1. What were alternatives they had considered?</li> <li>2. What was the final solution? Why the factory chose the solution?</li> <li>3. Describe in detail the steps the factory took to implement the solution (what were the steps? who was involved? Timing of each step?)</li> <li>4. If retrenchment was the solution, what did the factory do to mitigate impacts of retrenchment?</li> </ol>	<p>Management responded by:</p> <ol style="list-style-type: none"> <li>1. discussing situation with unions;</li> <li>2. committing not to terminate staff;</li> <li>3. Reducing hours - mainly overtime;</li> <li>4. Using down time to retrain staff.</li> </ol> <p>Management expects downturn to be over end 2009 or 2010 and wants to be in a stronger position once this happens. Hence wants to keep their staff and invest in them during slow time.</p>
<p><b>Results:</b></p> <ol style="list-style-type: none"> <li>1. What was the actual number/ percentage of laid off workers?</li> <li>2. How was morale in the factory during and after the implementation of the solution?</li> <li>3. How was the productivity affected?</li> </ol>	<p>Turnover less than 1%</p>

<ol style="list-style-type: none"><li>4. Quotes from management/ union/workers?</li><li>5. Image of the factory from buyers' and workers' perspectives after transition</li><li>6. Situation of laid-off workers after being laid-off (working condition, living conditions, etc.)</li><li>7. Any social impacts?</li></ol>	