FREQUENTLY ASKED QUESTIONS

Codes:

* CFTM (1)
* Resources (2)
* Training P (3)
* Training Q (4)
* Training H (5)
* Training Method/Design (6)
* Participation (7)
* Faculty/Quality (8)
* Benefits (9)
* Effectiveness/Experience (10) (no. factories)
* Practicalities (11)
* Timing (12)
* Free Module (13)
* Price (14)
* Migration (15)
* Certificate (16)
* Admin (17)
* Other (18)

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| **CFTM** | |
| CFTM: | The College of Fashion Technology and Management is an independent provider of technical education to those working in, or wishing to work in the Ready Made Garments industry. CFTM have many years’ experience providing certificate training as well as degree courses, and have placed many students in leading RMG factories. |
| Location: | CFTM is located at Plot: 02, Road : 12, Sector : 6 Uttara. It is on the 6th floor of Tropical Rafa Tower situated opposite of Mascot Plaza. This is the same building that houses the Uttara University. |
| Other Activities: | CFTM has provided training to Line Operators in order to prepare them for becoming supervisors. CFTM has also trained existing supervisors from over 30 factories. Additionally CFTM offers full blown degree courses in collaboration with international universities. |
| Affiliation: | CFTM is affiliated with the National University in Gazipur. Additionally, it is certified by the Bangladesh Technical Education Board and has been recognized by BGMEA and is affiliated with Lasalle College which is the largest private college in Canada. |
| Type of Company: | CFTM is a private company |
| Partners: | CFTM has worked with a number of partners in the past in order to provide training. Female Operator Training was provided in collaboration with the IFC which is part of the World Bank. Additionally GIZ has supported the supervisor training programme and assisted in the design of the curriculum. |

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| **RESOURCES** | |
| Training Centre: | CFTM has a world class training centre with over 15,000 square feet of space that comprises classroom a well-stocked library and a computer lab. It is equipped with modern devices and accessories that are used to create a studious atmosphere and facilitate the learning process. |
| Classrooms: | Classrooms are large, quiet and never feel cramped. Class sizes are kept small so that all students can participate equally in the training. |
| Machines: | CFTM is well equipped with machines that can assist in the training process. |
| Class Size: | Class sizes are generally 20 students. This means that every can participate equally, and feel free to make contributions. The small class size means every student gets maximum exposure to our expert faculty members. |

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| **TRAINING MODULE: WORK STUDY AND PRODUCTION PLANNING** | |
| Summary: | This training module is designed to enhance participants’ understanding and application of production techniques, monitoring standards and waste control. The module adopts an effective method of training through lectures, discussions, brainstorming and question/answer sessions, video demonstrations and group work. |
| Key Outcomes: | Your supervisors will be able to :   * Identify and prevent bottlenecks before they cause production to slow. * Improve production planning for greater capacity * Improve production processes for increased efficiency * Reduce Waste * Identify areas for improvement and have the confidence to execute improvements to the way your lines work. |
| Learning Units: | LU 1: Work Study  – Time study, Method study, Motion study, Incentive plan, PMTS, and etc.  LU 2: Performance Monitoring on the Floor  LU 3: Pre-production Processes  LU 4: Understanding Product  LU 5: Supply Chain and Cutting Procedure  LU 6: Understanding Machines  LU 7: Production Planning  LU 8: Waste Control  LU 9: Module Summary |
| Section 1 (Pre-Production Processes) | The section focuses on the production and manufacturing protocols that should be adhered to on a daily basis. It also introduces some vital accessories and cutting techniques in detail through pictorial demonstrations. Emphasis is given to the importance of strictly sticking to approved samples and trim cards before finalization of a style layout. Participants will be able to differentiate between trims and accessories. The concept of devising and using markers and patterns and their use in controlling wastage of cloth will be highlighted.  Participants will gain knowledge of cut-plan and lay-plan ratios including the standard format in which they should be made. The importance of printing and embroidery as a post-cutting activity is also addressed. |
| Section 2 (Production Processes) | This section introduces different scientific methods for the evaluation of productivity, efficiency and performance of a person or a line or an entire factory in a format readily understandable by the participants. Participants will gain an understanding of how Work Study and Method Study ensure optimal performance out of their fellow workers. Knowledge of stopwatch and timing concepts like SMV will enable them to rate the work standards of a worker. Additionally, the identification and prevention of bottlenecks in production is addressed through an understanding of line balancing, machine layout and operation breakdown.  Participants will learn how to evaluate the performance of workers and about the duties of supervisors in enhancing the skills of a worker.  Technical concepts such as thread-sucking, pressing, final check, packing and shade-matching are introduced through video demonstrations. |
| Section 3 (Planning and Waste Control) | This section emphasizes how planning cycles can be used to reduce wastage in different value-added and non value-added operations. |
| **TRAINING MODULE: QUALITY CONTROL** | |
| Summary: | This training module is designed to enhance participants’ understanding of the various types of machines used in production, quality-control techniques, monitoring and cleanliness standards. The module adopts an effective method of training through lectures, discussions, brainstorming and question/answer sessions, video demonstrations and group work. |
| Key Outcomes: | Your supervisors will be able to   * Reduce the number of rejected garments * Reduce the number of alterations * Monitor defect rates of workers and to encourage them through internationally recognized techniques to become zero defect workers. * Keep the lines in better condition leading to fewer quality defects * Identify and eradicate behaviour that leads to quality defects. |
| Learning Units: | LU 1: Understanding Products and Garments  LU 2: Introduction to Machines  LU 3: Basic Concept of Quality Control  LU 4: Section wise Quality Control  Fabric Inspection, Accessories, Dyeing & Washing, Printing, Embroidery,  Cutting Room, Sewing & Finishing Room Quality Control  LU 5: Housekeeping  LU 6: Final Inspection  LU 7: Module Summary |
| Section 1 (Pre-Production Processes) | Participants are given a clear understanding of the concept of quality and its control by global standards. The structure of quality a organogram, the role of quality-control departments and the duties of supervisors in quality control are some of the focal points of this learning section. Participants will learn about the proper format of reporting to quality controllers as a part of their regular duties. They will learn more about the quality-control efforts of different departments ranging from store departments to the sample, cutting, sewing, finishing and packing sections. |
| Section 2 (Quality Control) | Participants are given a clear understanding of the concept of quality and its control by global standards. The structure of quality a organogram, the role of quality-control departments and the duties of supervisors in quality control are some of the focal points of this learning section. Participants will learn about the proper format of reporting to quality controllers as a part of their regular duties. They will learn more about the quality-control efforts of different departments ranging from store departments to the sample, cutting, sewing, finishing and packing sections.  The use of quality inspection reports, colour charts and codes in checking for faults in finished garment items is introduced. Sample reports and formats of colour charts are extensively incorporated in the training materials. The importance of cleanliness, punctuality and efficiency in floor management and waste recycling is stressed to participants. Trainees are exposed to the impacts of sorting and systematising the workplace, emphasising that, if coordinated, these methods can enhance the performance of a factory on the whole. |

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| **TRAINING MODULE: LEADERSHIP AND SOCIAL COMPLIANCE** | |
| Summary: | The Leadership and Social Compliance module is designed to enhance participants’ understanding of the organizational setting of the garments industry terms of employment, compliance issues, and the application of leadership and communication skills. The module adopts an effective method of training through lectures, discussions, brainstorming and question/answer sessions, video demonstrations and group work. |
| Key Outcomes: | Your supervisors will   * Have more pride in their work * Create a better working environment for increased worker relations * Increase efficiency through better leadership * Inspire increased effort from workers through better understanding of how to motivate their team * Reduce absence through better planning. |
| Learning Units: | LU 1: Overview of Bangladesh RMG Industry  LU 2: World Challenges in Garment Industry  LU 3: Grievance Handling  LU 4: Health and Fire Safety  LU 5: Leave and Wages Calculation  LU 6: Communication and Leading  LU 7: Motivation  LU 8: Presentation Skills  LU 9: Module Summary |
| Section 1 (Introduction to RMG Industry) | The module starts out by introducing the economic importance and history of the RMG industry in order to create a sense of belonging among the participants. Trainees learn about the hierarchies of different departments within the factory and also about their specific duties and the way they are coordinated. The participants will be given a complete breakdown of their job responsibilities as supervisors. |
| Section 2 (Social Compliance) | This section educates the participants about their general terms of employment and compliance issues, work hours and holidays. This section addresses issues of health, security and welfare at work, along with insights about emergency situations. |
| Section 3 (Leadership, Motivation and Communication) | This section adopts the technique of citing case studies and hypothetical storyboards to highlight the importance of leadership, communication and motivational skills in bringing the best out of a line, a department or an entire factory in order to ensure a productive working environment. To this end, participants are also taught the importance of clarity in communicating with superiors and subordinates. |

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| **TRAINING METHOD/DESIGN** | |
| GIZ: | GIZ the overseas development agency of the Germans Government has become heavily involved in the RMG industry in recent years. They have helped provide training to hundreds of workers, and everyone in the industry knows who GIZ is and what they stand for. They are experts in the Bangladesh RMG industry. CFTM was very fortunate that GIZ provided direct assistance, advice and expertise in order to help create a world class curriculum for existing supervisors, and this has become the Supervisor Training Program. |
| Teaching Method: | A dynamic learning environment is encouraged by using mixed teaching methods. Students see demonstrations of techniques described, participate in group work, and receive lectures from our expert faculty. |
| Bangla Medium | All training is conducted in Bangla language. |
| Materials: | Each student receives an information pack for every module that they attend. Each pack contains the full syllabus and exercises. This means that they can take what they learnt away with them for future reference, and continued learning. |
| Evaluations: | All students will be evaluated by means of an exam at the end of each module, and the progress that each student makes can be shared with the factory if that is requested. |

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| **PARTICIPATION** | |
| Target Participants: | The training has been developed specifically for production staff from the sewing section. The people that primarily stand to benefit from the training are Line Supervisors, Line Chiefs, and Quality Supervisors from the sewing section. However, many factories have also elected to send Industrial Engineering Executives, Floor in Charge, and APMs.  Anyone who has any supervisory function over workers on sewing lines can benefit from this training. |
| Gender/Age: | Trainees can be males and females, and there is no age restriction. Of course, the factory must decide who they think can get the most out of this training. |
| Experience: | The training is relevant for supervisors of any level of experience. Those who are new to the job will quickly learn how to become a top level member of the production staff. Those with more experience can gain expertise that perhaps ‘on the job’ training has not provided them with. Even supervisors with lots of experience can benefit, as the techniques taught in the Supervisor Training Program are being offered for the first time in Bangladesh.  Of course it is for the factories to decide who stands to gain the most from this training. |
| Numbers: | Factories are free to train as many members of staff as they choose and CFTM will do its best to accommodate them. |
| Prerequisites: | There are no educational prerequisites except that trainees should be literate and have basic numeracy skills. |
| Factory Section: | Trainees should be drawn from the sewing section of the factory. The content of the training is most relevant for staff from the sewing floors. |
| Designation: | There is no restriction on which designations may attend the training. The GM himself may attend if he wishes! Typically factories have benefitted from sending Line Supervisors, Line Chiefs, and Quality Supervisors (see Target Participants, above). |
| Module Choice: | As has been mentioned there are three modules (PQH – remind if necessary). Trainees can attend one module or two, or all three. The choice is entirely for the factory to make, and should be based on what needs the factory perceives, and which type of training will most benefit them and their employees.  Of course, the most complete education will be had by those employees who attend all three modules. |
| Module Independence | Each module is totally independent of the other modules. This means that a supervisor could attend only the Quality module, and he will be able to follow the curriculum even if he has not attended any of the other modules. |
| Appropriateness: | All modules are appropriate for all supervisors from the sewing floor. This means that you should feel free to send your supervisors to every module if you wish to. So for example, it is not the case that only Quality Supervisors should attend the Quality module – that module is about what all sewing section supervisors can do in order to improve the quality of the garments being produced on the line. |
| Selection: | Which workers are selected for training is determined by the factory. They are free to choose anyone they like to attend. |

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| **FACULTY/QUALITY** | |
| Permanent Status: | All of the CFTM faculty are permanent employees of CFTM, they have a huge amount of experience in delivering the types of world class training that CFTM have become known for. |
| Supervisor Training Experience: | Over thirty factories have sent supervisors for training in the last six months. By the end of this year over 300 supervisors will have received the supervisor training program. This means that our faculty have become extremely familiar with the curriculum, and have lots of experience in how to deliver this unique training for maximum impact. |
| Trainers’ Education: | All of the trainers have studied relevant disciplines at least to B.Sc level, and many have completed post-graduate training in their fileds. Among the trainers the following degrees have been attained: BSc in Textile Engineering, Bsc in Apparel Manufacture Technology, Bsc. Knitwear Manufacture Technology, and Bsc Fashion Design Technology to name but a few. |
| Trainers’ Teaching Experience: | All of the trainers have significant experience in delivering technical education and so the students receive the full benefit of their educational and professional backgrounds. |
| Trainers’ Professional Experience: | All of the trainers have significant expertise and experience gained whilst working in the industry. For example Mr. Nasimul Bhuiyan was a Senior Manager of Garment Technology for Marks & Spencer. There are many household names among the former employers of our expert trainers. |

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| **BENEFITS** | |
| Efficiency Gains: | If your production lines are producing $25,000 worth of garments a month, then imagine if you could increase efficiency by 5%. That would mean each line could produce an extra $1250 of garments a month. In a factory of 10 lines that means increased turnover of $12,500. Training your supervisors can help you to make exactly these type of efficiency gains. If harnessed properly these gains can translate into profits! |
| Increasing Labour Costs: | In an industry where prices are being squeezed by buyers year on year, the efficiency you achieve directly affects your ability to make profits. Additionally the days of Bangladesh leading the industry based on cheap labour seem destined to come to a close at any moment. If labour costs double as they are set to do, then only those factories who have invested in increasing their efficiency will survive. Investing in the future of your supervisory labour force is a key strategic move that will ensure that your factory is able to compete in the ever toughening garments market. |
| Competition: | By enrolling your supervisors in the Supervisor Training Program you will be getting access to world class education from internationally accredited bodies. Get the edge over your competition by having a workforce that is able to meet the challenges of doing business in Bangladesh. |
| Relationships: | In turbulent times your relationship with your employees is critical. By publicly investing in the future of you workforce you can improve the relationship between the management and the workers. |
| Quality: | Winning business is about more than just price, it’s about quality. The Supervisor Training Program gives supervisors a much broader view of what quality means, and shows them what they can do to ensure that the garments coming off the line are of the highest possible standard. They will become experts in quality, and your buyers will be impressed with the consistently excellent standard of you product. |
| Innovations: | In an industry as fiercely competitive as the Bangladeshi RMG industry, a factory can only outshine its competitors if it is constantly innovating. The Supervisor Training Program will teach your supervisors how to innovate every day. It will teach them to make the small changes that can have large effects. Your factory will have the ability to innovate from the ground up, and in doing so you will be able to move ahead of the crowd. |

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| **EVIDENCE OF EFFECTIVENESS** | |
| Testimonials | Over 30 factories have participated in the training so far, and CFTM have received some excellent feedback. You can hear all the things that factory management and industry experts have been saying about the training by watching a film that was specially commissioned to showcase the supervisor training program. |
| Buyer Endorsement | The training is not endorsed by any specific buyers. However, the training has been given to over 30 factories who produce for some of the biggest buyers in the Bangladesh market. |
| Contact Factories | We are unable to share the names of the factories that have participated for confidentiality reasons. However, in the materials that I hope to send you there is a film which shows what some factory owners and industry experts are saying about the training. |
| GIZ Study | WHAT ACTUALLY DOES THE GIZ STUDY SAY? ANYONE |
| **PRACTICALITIES** | |
| Off-Site Location: | Whilst we understand that it can be difficult for trainees to travel to the training centre, in fact one of the key benefits of the program is that it takes place off-site. The training centre is fully equipped to maximize the learning potential of the participants. Many factories and trainees have commented that going to a dedicated off-site facility makes the trainee feel “special” in having been selected for the training, and this can increase the amount of effort they put in and hence the amount that they will learn from the training.  Additionally the CFTM centre provides a distraction free environment so 100% of the trainees attention can be put into increasing their skills away from the hectic environment of the factory floors. |
| In-Factory Training: | The training happens in the CFTM facility and at present the program is not offered in-factory. We believe there are many benefits that come with having a dedicated off-site facility (see above). |
| Transport: | CFTM does not provide transport to the training centre.  In the past some factories have sent their workers to training in transport provided by the factory. This can give extra peace of mind to the participants, and can help factory managers to be conifdent that the staff they have selected are arriving on time. However, providing this transport is a decision left to the factories themselves.  Other factories have preferred to allow their staff to travel under their own steam to the training centre. |
| Wages: | CFTM does not cover wages of the trainees. It is expected that factories continue to pay the regular wage of the supervisors that are receiving training. |
| Lunch: | Lunch is provided for the trainees. |
| Out of Factory Time: | Whilst CFTM understands that it can be hard to lose staff from production lines, the benefits that accrue to the factory from this training can outweigh the cost of losing an employee for a week or more. Additionally it is possible to stagger the modules, and attend them on a non-consecutive basis (see TIMING).  By intelligently selecting supervisors to receive this training factories should be able to minimize the disruption that is caused that by having staff away from the production lines. |
| Gender/Security: | CFTM takes security seriously, especially as female supervisors may be selected for training. CFTM has a long history of providing training to female operator and supervisors, and looks after the security interests of its participants. |
| Residence: | There are no CFTM dorms, and CFTM cannot arrange accommodation during the training. |
| Other Factories: | Depending upon how many modules the factory wants to purchase, it is probable that members of staff from other factories will be present in the same training module.  Often factories worry about this fact, but actually the friendly competition between staff from different factories can actually inspire the participants to learn even more diligently, and can improve the learning experience for all participants. |
| Attendance | CFTM will keep records of daily attendance of the trainees and will provide the information to the factory if asked for. |

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| **TIMING** | |
| Length of Training: | Each training module last for six consecutive days and runs from 9.30am to 5.00pm with a break for lunch and smaller rest breaks.  This means that if a supervisor attends one module her will be away for 6 days in total. If he attends two modules this will be twelve days, and 18 days for three modules. |
| Consecutive Modules: | Whilst modules are offered consecutively, there is no reason that an supervisor needs to attend each module consecutively. Therefore a factory wants a supervisor to attend all three modules, but does not want the supervisor away for 18 consecutive days, then they could attend the first module, then have a week in the factory, then a second module, then a week in the factory, and then the final module.  The training schedule is flexible. |
| Staggered Modules: | CFTM understands that it is difficult to have production staff out of the factory. Therefore we can offer staggered modules to supervisors from the same line.  For example is there are two supervisors from one line the first one could attend the Production Module in week 1, the second could attend the same module in week 2 and so on. This means that you can get the maximum number of people trained with minimum disturbance to your production lines. |
| Dates: | TBC |
| Hartals/Holidays: | There is no training on public holidays or hartals. In the event of a hartal or holiday and extra day of training will be given to make up for the lost day. |

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| **FREE MODULE** | |
| Switch Module: | We are able to offer only a very limited number of free modules, and unfortunately we do not have any flexibility to change the module we have offered you. |
| Who to send: | You can feel free to send anyone you like to the free module. The purpose of the free module is to allow you to make a risk free assessment of the training before you decide whether to purchase modules for your staff. Therefore it could be best to send someone who can reliably evaluate the training and the potential benefits it could bring you. However, the decision is totally yours. |
| Purpose: | The purpose of the free module is to allow you to make a risk free assessment of the training before you decide whether to purchase modules for your staff. We believe that when you see how receptive the supervisors are that are attending the training, and how experienced out faculty are at delivering the curriculum then you will feel much more secure in electing to send some of your supervisors to the training. |
| Meet the Marketing Team: | Even if you do not want to send someone to the free module, we hold an open house on the first day of each module where you can visit the facility and meet us face to face. If you would be interested in such an opportunity please do mention this. |
| Duration: | You can send the individual for the free module for the entire length of the module (6 days), or just the first day, or anything in between. But the free module must be taken all at once. We are not able to allow someone to attend part of one module and part of another. |

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| **PRICE** | |
| Price Point: | The price per module is . This is a special offer for modules completed in the next two months. After that time, the price may change. |
| Bulk Discount: | At present we are unable to offer any bulk discounts. |
| Negotiations: | The price is fixed and I am unable to negotiate on price I am afraid. |

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| **MIGRATION** | |
| Preventing Migration: | Many factories are concerned when providing training that the investment they make in their employees will simply “walk out the door” as soon as the training is complete. This is a concern that CFTM takes very seriously. However, with careful management this problem can be overcome and factories can invest in their people and expect to reap the rewards.  For example by choosing supervisors for training with whom the factory has a much more long-term relationship can help in preventing migration after the training.  Additionally encouraging the employee by saying that have been selected for training as the management believe in their abilities and hope for a long future of growth together can prevent short-term thinking on the part of the supervisor. |
| Migration of Operators: | One of the biggest challenges facing the RMG industry is that of migration. Skilled operators are willing to move factories even when the financial gains to them from doing so are very small. The Supervisor Training Program is designed to improve the management style of your supervisors, thereby improving the working environment and thus encouraging your skilled workers to stay with you. By investing in your people you can gain their loyalty, and the longer they are with you, the more you can grow together. |

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| **CERTIFICATE** | |
| Certificate: | Upon completing each module and passing the exam the supervisor will be given a certificate in recognition of his achievement. |
| Certificate Concerns: | Sometime factories are concerned that a certificate will be used by a supervisor to get another job. However, although migration is a problem in the industry we believe that this can be overcome by careful management and selection of supervisors (see MIGRATION). |

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| **ADMIN** | |
| Payment Details: | TBC |
| Signing Up | You can sign up for the free module and discuss the purchase of modules at any time by contacting me directly either by mail or by phone. |