

## SKILL ENHANCEMENT

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### Skill Enhancement Seminars/Workshops

1. Manufacturing Management
2. Quality Management
3. Social Compliance
4. Power of Planning
5. Methods of Cost Control and Performance
6. Apparel Costing
7. Incentive Pay Systems
8. Basics of Industrial Engineering
9. Establishment of Standard Allowed Minute (SAMs)
10. Custom-designed Technical Training

### MN-001 Manufacturing Management

**Suitable for:** Plant managers, factory and production managers, engineers and work studies analysts

**Duration:** One 8-hr day

This workshop focuses on manufacturing management within a continuous improvement plan in relation to the three key areas of timeliness, quality and cost-effectiveness in any operation striving to become world-class. Managers will learn about required changes in a range of topics, including the production process, factory flexibility, manufacturing resources, inventory control, cost reduction and control, production line set-ups, bureaucracy, productivity improvement, planning and methods of evaluation control and improvement.

A quick overview of the apparel industry past, present and future will be followed by a discussion of manufacturing management techniques and business attitudes as well as recommendations to assist production managers in a modern manufacturing industry with the emphasis on lean manufacturing, teamwork, flexibility and shortened lead times. The program combines practical concepts and future directions for maximum assistance to manufacturers facing turbulent times and ever-increasing demands from their clients.

### MN-002 Quality Management

**Suitable for:** Factory, quality and production managers

**Duration:** One 8-hr day

This is a practical seminar focusing on the techniques and methods of designing quality policy as well as procedures and methods of quality measurement. Using a troubleshooting matrix to analyze the root cause of a problem, a corrective action plan will be developed. During the seminar, the quality systems of several well-known buyers will be illustrated and discussed. The trainer will also discuss techniques enabling factories to convince their buyers to eliminate unnecessary quality costs.

### MN-003 Social Compliance

**Suitable for:** Factory managers and personnel, compliance officers

**Duration:** One 8-hr day

In recent years, code of conduct compliance has emerged as one of the most complex challenges facing the global garment industry. Buyers are increasingly refusing to do business with vendors who cannot meet both widely accepted code of conduct standards and/or their own operating requirements developed in-house. Many factories have closed due to these failures and others lose

business after failing an audit. New pressure has been created by recent initiatives such as the U.S. Customs-Trade Partnership Against Terrorism (C-TPAT) with procedures designed to standardize and ensure the integrity of participating members' security practices and to enable their cargo to move more efficiently.

Particularly stressful is being faced with multiple codes of conduct and repeat audits and monitoring. The challenge for the factory becomes how to pass audits each and every time and how to adapt to individual buyers' operating standards. This seminar will discuss the most important social accountability management systems such as SA 8000 and WRAP SAP. It will also help participants prepare themselves for social accountability certification and to adapt the factory to C-TPAT requirements without the need of outside consultants.

### **MN-004 Power of Planning**

**Suitable for:** Operational planners, factory and production managers, engineers and production line supervisors

**Duration:** One 8-hr day

Garment factories often mistake strategic planning and operational planning, combining them in a single planning method. When several types of orders are in production – normal orders, short runs and automatic replenishment orders – effective planning becomes difficult if not impossible. Planners end up using the easiest bulk production planning method based on the capacity of each fixed line. When orders differ from the theoretical, calculations are invariably wrong, leading to substantial production delays and unacceptably high levels of line misbalancing. In fact, several planning systems exist and should be applied based on the type of production category. This training program teaches how to determine and evaluate the right production process to maximize each employee workstation and achieve productivity objectives. Planners and engineers will learn how to distinguish between fixed lines and totally flexible skill center or modular cells and how to attain the most efficient line set-ups.

### **MN-005 Methods of Cost Control and Performance**

**Suitable for:** Managers at all levels, engineers, costing analysts and product development personnel

**Duration:** One 8-hr day

Effective cost and performance controls allow senior management and costing specialists to track change and ensure that products are made right the first time. They also reduce or eliminate time wasted on inspection, rework and all non-added value activities; ensure that unit production costs meet targets; and permit timely and rapid reaction to any necessary improvements. Too often, companies invest significant efforts on unprofitable product lines. In order to ascertain profitability for different products, managers should work with an activity-based costing system where cost is allocated to each process undertaken to transform purchases to sales. Costs typically found “below the line” are considered in product contribution analysis, thereby enhancing the accuracy and value of product profitability information.

This training program will also discuss the implications of in-house product design and raw materials sourcing through the supply chain and how these activities affect the factory's long-term cash flow. Also covered is how factories should restructure their costing system as well as determine cost objectives in order to monitor, control and efficiently meet estimated unit price through the manufacturing process.

## **MN-007 Incentive Pay Systems**

**Suitable for:** General managers, factory directors, production managers and engineers, human resources managers

**Duration:** One 8-hr day

This workshop provides an important overview of incentive concepts, including a description of the various group or individual systems, practices and examples, as well as insights into application and other recommendations. Included will be information on new incentive plans for different levels and jobs of employees, as well as the techniques and procedures to develop these programs.

## **EN-001 Basics of Industrial Engineering**

**Suitable for:** Work studies analysts, engineers, production managers and line supervisors

**Duration:** Six 8-hr days

Effective industrial engineering aims to achieve technical and productivity improvements; reduce excess costs; re-engineer the manufacturing process; simplify internal procedures; implement systems and processes to ensure the common articulation, understanding, operating and monitoring of corporate core values. In order to reach these goals, professional work studies using work measurement techniques must be performed so that efficient and practical work methods can be designed. This workshop will introduce participants to all the basic work study techniques applied in an engineered manufacturing environment.

## **EN-002 Establishment of Standard Minute Allowed (SAMs)**

**Suitable for:** Plant managers, factory and production managers, engineers and work studies analysts

**Duration:** Four 8-hr days

After participation in this workshop, attendees will learn how to establish accurate and realistic SAM – also known as SMV (Standard Minute Value) – for any given manual or sewing operation using the SDM (Standard Data System), in turn based on the MTM I & II (Method Times Measurement) system. SDM data covers the majority of elements required to describe cutting, sewing and finishing operations. The system is strongly recommended for factories trying to establish accurate selling prices and/or to benchmark their plant efficiencies against international standards.

## **Custom-designed Technical Training**

The following training programs are provided only at the factory site and are customized according to factory needs. Training covers job function enhancement and the design of procedures and methods within each department. Areas covered include:

1. Skilled supervisors
2. Sewing techniques
3. Sewing operators' development program
4. Cutting management and team concept at cutting