Competency Based Learning Material (CBLM)

Mid-Level Management for RMG

Level-4

Module: Developing Plan and Schedule

Code: CBLM-RMGT-MLM-02-L4-EN-V1

National Skills Development Authority
Prime Minister's Office
Government of the People's Republic of Bangladesh

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The CBLM on "Develop Plan and Schedule" is developed based on NSDA approved Competency Standards and Competency Based Curriculum under Mid-Level Management Level-4 Occupation. It contains the information required to implement the Mid-Level Management Level-4 standard.

This document has been prepared by NSDA with the help of relevant experts, trainers/professionals.

All Government-Private-NGO training institutes in the country accredited by NSDA can use this CBLM to implement skill-based training of Mid-Level Management Level-4 course.

Approved by

---th Authority Meeting of NSDA

Held on ----------

How to use this Competency Based Learning Material (CBLM)

The module, Maintaining and enhancing professional & technical competency contains training materials and activities for you to complete. These activities may be completed as part of structured classroom activities or you may be required you to work at your own pace. These activities will ask you to complete associated learning and practice activities in order to gain knowledge and skills you need to achieve the learning outcomes.

1. Review the **Learning Activity** page to understand the sequence of learning activities you will undergo. This page will serve as your road map towards the achievement of competence.

2. Read the **Information Sheets.** This will give you an understanding of the jobs or tasks you are going to learn how to do. Once you have finished reading the **Information Sheets** complete the questions in the **Self-Check.**

3. **Self-**Checks are found after each **Information Sheet**. **Self-Checks** are designed to help you know how you are progressing. If you are unable to answer the questions in the **Self-Check** you will need to re-read the relevant **Information Sheet**. Once you have completed all the questions check your answers by reading the relevant **Answer Keys** found at the end of this module.

4. Next move on to the **Job Sheets. Job Sheets** provide detailed information about *how to do the job* you are being trained in. Some **Job Sheets** will also have a series of **Activity Sheets**. These sheets have been designed to introduce you to the job step by step. This is where you will apply the new knowledge you gained by reading the Information Sheets. This is your opportunity to practise the job. You may need to practise the job or activity several times before you become competent.

5. Specification **sheets**, specifying the details of the job to be performed will be provided where appropriate.

6. A review of competency is provided on the last page to help remind if all the required assessment criteria have been met. This record is for your own information and guidance and is not an official record of competency

When working though this Module always be aware of your safety and the safety of others in the training room. Should you require assistance or clarification please consult your trainer or facilitator.

When you have satisfactorily completed all the Jobs and/or Activities outlined in this module, an assessment event will be scheduled to assess if you have achieved competency in the specified learning outcomes. You will then be ready to move onto the next Unit of Competency or Module

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Module Content

Unit Title: Develop Plan and Schedule

Unit Code: OU- RMGT-MLM-02-L4-V1

Module Title: Developing Plan and Schedule

Module Description: This module covers the knowledge, skills and attitude required to develop plan and schedule. This covers competencies on interpreting goal and targets and performing planning and scheduling.

Nominal Duration: 50 Hours

Learning Outcomes:

Upon completion of this module the trainees must be able to:

1. Interpret goal and targets
2. Perfirm planning and scheduling

Assessment Criteria:

1. SMART is defined.
2. SMARTgoal is identified and interpreted for production.
3. Production Targets are interpreted and calculatedas per job requirement
4. Work plan is explained as per job requirement.
5. Work plan is prepared according to operational requirements.
6. Schedule is collected and maintained according to the work order.
7. Production targets are achieved according to work plan

Learning Outcome 1: Interpret goal and targets

Assessment Criteria	1. SMART is defined. 2. SMARTgoal is identified and interpreted for production 3. Production Targets are interpreted and calculatedas per job requirement.
Conditions and Resources	1. Real or simulated workplace 2. CBLM 3. Handouts 4. Laptop 5. Multimedia Projector 6. Paper, Pen, Pencil, Eraser 7. Internet facilities 8. White board and marker 9. Audio Video Device
Contents	1 SMART term 2 SMARTgoal for production 3 Production Targets 4 Calculate production targets
Training Methods	1. Discussion 2. Presentation 3. Demonstration 4. Guided Practice 5. Individual Practice 6. Project Work 7. Problem Solving 8. Brainstorming
Assessment Methods	1. Written Test 2. Demonstration 3. Oral Questioning

Learning Experience 1: Interpret goal and targets

In order to achieve the objectives stated in this learning guide, you must perform the learning steps below. Beside each step are the resources or special instructions you will use to accomplish the corresponding activity.

Learning Steps	Resources specific instructions
1. Student will ask the instructor about develop plan and schedule	1. Instructor will provide the learning materials interpret goal and targets.
2. Read the **Information sheet/s**	2. Information Sheet No:1- Interpret goal and targets.
3. Complete the **Self-Checks & Answer key sheets.**	3. Self-Check No: 1- Interpret goal and targets Answer key No. 1- Interpret goal and targets
4. Read the **Job/ Task sheet** and **Specification Sheet**	4. Job/ task sheet and specification sheet Task Sheet No-1: Interpret SMART goals for production

Information Sheet 1: Interpret goal and targets

Learning Objective:

After completion of this information sheet, the learners will be able to explain, define and interpret the following contents:

1.1 SMART
1.2 SMARTgoal for production
1.3 Production Targets
1.4 Calculate production target

1.1 SMART term

The first known use of the term occurs in November 1981 issue of Management Review by George T. Doran. Since then, Professor Robert S. Rubin (Saint Louis University) wrote about SMART in an article for the Society for Industrial and Organizational Psychology.
SMART is an acronym that you can use to guide your goal setting. Goals are part of every aspect of business/life and provide a sense of direction, motivation, a clear focus, and clarify importance. By setting goals, you are providing yourself with a target to aim for. A SMART goal is used to help guide goal setting. SMART is an acronym that stands for Specific, Measurable, Achievable, Realistic, and Timely. Therefore, a SMART goal incorporates all of these criteria to help focus your efforts and increase the chances of achieving your goal.

To make sure your goals are clear and reachable, each one should be:

- Specific (simple, sensible, significant).
- Measurable (meaningful, motivating).
- Achievable (agreed, attainable).
- Relevant (reasonable, realistic and resourced, results-based).
- Time bound (time-based, time limited, time/cost limited, timely, time-sensitive).

1.2 SMARTgoal for production

Your goal should be clear and specific, otherwise you won't be able to focus your efforts or feel truly motivated to achieve it. When drafting your goal, try to answer the five "W" questions:

- **What** do I want to accomplish?
- **Why** is this goal important?
- **Who** is involved?
- **Where** is it located?
- **Which** resources or limits are involved?

For example, a general goal would be "I want to get in shape." A more specific goal would be "I want to obtain a gym membership at my local community center and work out four days a week to be healthier."

1.2.1 Measurable

It's important to have measurable goals, so that you can track your progress and stay motivated. Assessing progress helps you to stay focused, meet your deadlines, and feel the excitement of getting closer to achieving your goal.

A measurable goal should address questions such as:

- How much?
- How many?
- How will I know when it is accomplished?
- How many/much?
- How do I know if I have reached my goal?
- What is my indicator of progress?

For example, building on the specific goal above: I want to obtain a gym membership at my local community center and work out four days a week to be healthier. Every week, I will aim to lose one pound of body fat.

1.2.2 Achievable

Your goal also needs to be realistic and attainable to be successful. In other words, it should stretch your abilities but still remain possible. When you set an achievable goal, you may be able to identify previously overlooked opportunities or resources that can bring you closer to it.

An achievable goal will usually answer questions such as:

- How can I accomplish this goal?
- How realistic is the goal, based on other constraints, such as financial factors?

1.2.3 Realistic SMART Goals

A SMART goal must be realistic in that the goal can be realistically achieved given the available resources and time. A SMART goal is likely realistic if you believe that it can be accomplished. Ask yourself:

- Is the goal realistic and within reach?
- Is the goal reachable, given the time and resources?
- Are you able to commit to achieving the goal?

1.2.4 Timely or time bound SMART Goals

A SMART goal must be time-bound in that it has a start and finish date. If the goal is not time-constrained, there will be no sense of urgency and, therefore, less motivation to achieve the goal. Ask yourself:

- Does my goal have a deadline?
- By when do you want to achieve your goal?

For example, building on the goal above: On August 1, I will obtain a gym membership at my local community center. In order to be healthier, I will work out four days a week. Every week, I will aim to lose one pound of body fat. By the end of August, I will have realized my goal if I lose four pounds of fat over the course of the month.

1.3 Production Targets

In the apparel industry, production targets refer to the specific goals and objectives set by clothing manufacturers or brands to determine the quantity of garments that need to be produced within a given timeframe. These targets are typically established based on various factors such as market demand, sales forecasts, capacity constraints, and supply chain considerations. Interpreting production targets involves understanding their significance and implications within the context of the apparel industry.

Here are a few key points to consider:

- **Quantity and Volume:** Production targets specify the number of garments that need to be manufactured, which could be measured in terms of units, pieces, or volume. It provides a clear benchmark for the production team and helps in assessing their progress towards meeting the overall demand.
- **Time frame:** Production targets are usually set for a specific time period, such as daily, weekly, monthly, or seasonal targets. These timeframes depend on the industry's lead times, order cycles, and market dynamics. Meeting these targets is crucial for maintaining supply chain efficiency and meeting customer demands on time.
- **Capacity and Resources**: Production targets should be realistic and aligned with the available production capacity and resources. Manufacturers consider factors like available machinery, labor force, production facilities, and raw material availability while setting targets. Overly ambitious targets without adequate resources can lead to quality issues, delays, and increased costs.
- **Efficiency and Productivity:** Production targets serve as performance indicators for manufacturers. They encourage the optimization of production processes, machinery utilization, and labor productivity. Continuous improvement initiatives and operational strategies are often implemented to meet or exceed these targets efficiently.
- **Sales and Market Demand:** Production targets are closely tied to market demand and sales forecasts. They reflect the estimated consumer demand for specific apparel products and styles. Manufacturers use market research, historical sales data, and input from retail partners to determine production targets. Aligning production with demand helps minimize inventory holding costs and reduces the risk of overproduction or stockouts.
- **Supply Chain Management:** Production targets play a vital role in coordinating the activities of the entire supply chain. Accurate production planning enables effective sourcing, procurement, and logistics management. Timely delivery of raw materials and components, synchronized production schedules, and efficient distribution are critical for meeting production targets and customer expectations.
- **Flexibility and Adaptability:** While production targets provide a baseline plan, the apparel industry requires flexibility to respond to changing market conditions and unforeseen events. Manufacturers should be able to adjust production targets when faced with disruptions, changes in demand patterns, or evolving consumer preferences.

1.4 Calculate production target

Calculating production targets in the apparel industry involves considering various factors such as order quantity, available working hours, production efficiency, and more. Here's a simplified formula and sample calculation:

Formula:

Production Target = (Order Quantity / (Working Hours per Day * Efficiency)) * Number of Working Days

Variables:

- Order Quantity: The total quantity of garments required for a specific order.
- Working Hours per Day: The number of hours your production unit operates per day.
- Efficiency: The production efficiency or productivity percentage (expressed as a decimal, e.g., 85% as 0.85).
- Number of Working Days: The total number of days available for production.

Sample Calculation:

Let's say you have an order for 10,000 T-shirts. Your production unit operates 8 hours a day, and your efficiency is 80%. You have 20 working days available for production.

Given:

- Order Quantity = 10,000 T-shirts
- Working Hours per Day = 8 hours
- Efficiency = 0.80 (80%)
- Number of Working Days = 20 days

Calculation:

- Production Target = (10,000 / (8 * 0.80)) * 20
- Production Target = (10,000 / 6.4) * 20
- Production Target = 1562.5 * 20
- Production Target = 31,250 T-shirts

So, your production target for this order would be to manufacture 31,250 T-shirts over the course of 20 working days, assuming an 80% efficiency and 8 hours of work per day.

Self-Check Sheet - 1: Interpret goal and targets

Questionnaire:

1. What is the abbreviation of SMART?
   Answer:

2. What are the points must be needed during the calculation of garments production?
   Answer:

3. What is the operation breakdown of a garments making?
   Answer:

4. What is the Importance of operation breakdown?
   Answer:

5. What is cycle time?
   Answer:

Answer Key - 1: Interpret goal and targets

1. What is the abbreviation of SMART?
   Answer:
   - **S**-Specific (simple, sensible, significant).
   - **M**-Measurable (meaningful, motivating).
   - **A**-Achievable (agreed, attainable).
   - **R**-Relevant (reasonable, realistic and resourced, results-based).
   - **T**-Time bound (time-based, time limited, time/cost limited, timely, time-sensitive).

2. What are the points must be needed during the calculation of garments production?

   Answer: The points that must be needed during the calculation of garments production are as follows

   - The standard allowed minutes (SAM),
   - Number of operators- working in a line,
   - Number of hours running-production line work in a day,
   - Average line efficiency,
   - Total break time including Launch, Tea, and Others.

3. What is the operation breakdown of a garments making?
   Answer: To make a garment, break down are as follows-

   Receive the design or sketch sheet from the merchandiser
   ↓
   Arrange a meeting by APM, Technician Chief & Work-Study officer
   ↓
   Find out different part and other elements from the design
   ↓
   Find out the different stitch type for every part
   ↓
   Listed different machine type for stitching
   ↓
   Now start listing the sequence of different operation or parts joining
   ↓
   Finally, ensure the best operation breakdown for sewing

4. What is the Importance of operation breakdown?
   Answer:
   - To understand garment construction - like type of stitch/seam, type of machine.
   - To prepare an operation bulletin the first step is doing operation breakdown of the garment.
   - Requirement of sewing machines and equipment to make the garment.
   - Requirement of worker to make the garment.
   - Operation breakdown reduces our unnecessary work and time
   - Operation breakdown is followed by sewing floor management

5. What is cycle time?
   Answer: Cycle time: The average time between completions of successive units in a process. The term is sometimes used to mean the elapsed time between starting and completing a job

Task Sheet-1: Interpret SMART goals for production

Objectives: To establish and achieve SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals for optimizing production processes and enhancing overall efficiency.

Working Procedure:

1. Collect the task sheet for reference.
2. Read and thoroughly understand the task sheet to gain insights into the project requirements.
3. Gather relevant documentation.
4. Identify the key areas where production can be optimized, such as cycle time reduction, waste reduction, quality enhancement, etc.
5. Restore the workplace to its original condition, ensuring cleanliness and organization.
6. Determine how to quantify the improvements in each identified area.
7. Set goals that challenge the team but are realistically attainable.
8. Determine whether the goals are short-term (weeks), medium-term (months), or long-term (quarters) and set deadlines accordingly.

Learning Outcome 2: **Perform planning and scheduling**

Assessment Criteria	1. Work plan isexplained as per job requirement 2. Work plan is prepared according to operational requirements. 3. Schedule is collected and maintained according to the work order 4. Production targets are achieved according to work plan.
Conditions and Resources	1. Real or simulated workplace 2. CBLM 3. Handouts 4. Laptop 5. Multimedia Projector 6. Paper, Pen, Pencil, Eraser 7. Internet facilities 8. White board and marker 9. Audio Video Device
Contents	1 Work plan 2 Prepare work plan 3 Work order 4 Production targets
Training Methods	1. Discussion 2. Presentation 3. Demonstration 4. Guided Practice 5. Individual Practice 6. Project Work 7. Problem Solving 8. Brainstorming
Assessment Methods	1. Written Test 2. Demonstration 3. Oral Questioning

Learning Experience 2: Perform planning and scheduling

In order to achieve the objectives stated in this learning guide, you must perform the learning steps below. Beside each step are the resources or special instructions you will use to accomplish the corresponding activity.

Learning Steps	Resources specific instructions
1. Student will ask the instructor about develop plan and schedule	1. Instructor will provide the learning materials interpret goal and targets.
2. Read the **Information sheet/s**	2. Information Sheet No:2-Perform planning and scheduling.
3. Complete the **Self-Checks & Answer key sheets.**	3. Self-Check No: 2- Perform planning and scheduling. 4. Answer key No. 2- Perform planning and scheduling.
4. Read the **Job/ Task sheet** and **Specification Sheet**	5. Job/ task sheet and specification sheet Job Sheet No-2: Prepare TNA (Time and Action Calender) for a specific order. Specification Sheet-2: Prepare TNA (Time and Action Calender) for a specific order.

Information Sheet 2: Perform planning and scheduling

Learning Objective:

After completion of this information sheet, the learners will be able to explain, define and interpret the following contents:

2.1 Work plan
2.2 Prepare work plan
2.3 Work order
2.4 Production targets

2.1 Work plan

A work plan is an actionable roadmap laying out all the project deliverables and milestones to achieve including a breakdown of who will do what and by when. It's the essential part of work management.

A work plan also represents the formal road map for a project. It should clearly articulate the required steps to achieve a stated goal by setting demonstrable objectives and measurable deliverables that can be transformed into concrete actions. An effective work plan serves as a guiding document, enabling the realization of an outcome through efficient team collaboration.

2.1.1 Work Plan Objectives

- Improve the company’s production capacity by acquiring new machinery
- Fill skill gaps in the production planning team
- Make sure machinery is well-maintained

2.1.2 Scope of the Work Plan

Now, you should list individual activities that must be completed in order to achieve your goal and objectives. Here's a simple breakdown of activities.

- Inspect the production line
- Perform preventive maintenance
- Optimize plant layout
- Acquire new machinery
- Assess the current team
- Hire new personnel

2.2 Prepare workplan

4 Tips for creating a successful work plan

2.2.1 Work your way backwards from the final goal

Planning activities can be accomplished by working backward from the final goal with core initiatives arranged hierarchically. Developing the plan can be achieved through iterative refinements of strategy, objectives and the underlying tactics. Gating factors should be accounted for in the development of a straw man outline. The main objectives and summary checklist should be included as the first step of the process.

2.2.2 Establish goals with measurable deliverables

Once the project outline is complete, it's important to define clear realistic deliverables as part of the action plan. Milestones allow progress to be tracked against deliverables within a results-oriented framework. A timeline can be instrumental in identifying what needs to happen and when.

2.2.3 Create realistic objectives that are relevant to the stated goals

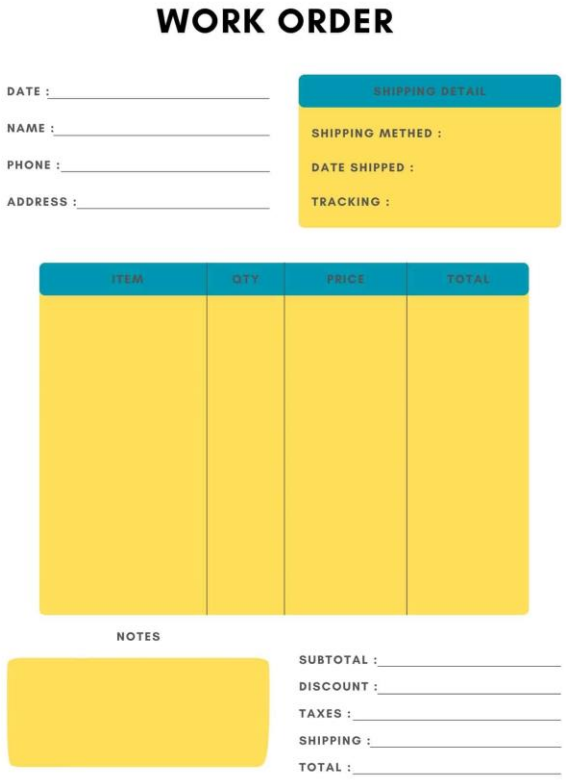
A good plan will often fan out from goal to tactic. For example, a single goal might be supported by a small number of strategies, each with a single or a small number of objectives. Objectives will often contain many tactics which should comprise the concrete actions to be accomplished within an achievable time frame. The more granular the tactical plan, the easier it will be to follow. Tasks can often be broken down into sub-tasks which represent individual units of work resulting in identifiable deliverables. As the project commences, it's important to track against the agreed-upon deliverables.

2.2.4 Define responsibilities and roles in the work plan

Allocating responsibilities among designated stakeholders with clearly assigned tasks is a key component of the operation plan. That way, all members of the team can function according to the team charter.

2.3 Work order

Every order has a lead time. It depends on customers to customers. It can be 120, 90 or 60 days. Most of the import things that every order needs to calculate time & how to complete this order within this period. Otherwise, TNA will be valueless.



2.3.1 Order Quantity: We must to know order quantity of an order. Every order need quantity otherwise we cannot calculate how many lines need to complete within this period.

2.3.2 Fabric In-house date: We must need to know fabric in-house date. Without fabric in-house date we cannot plan when it will be input to line. Based on fabric in-house date we must plan to input date for bulk production.

2.3.3 Trims In-house Date: We must ensure in TNA all trims & accessories in-house at least one week before bulk production. TNA make sure that all trims will be in-house timely & strictly follow up with regular basis. Otherwise, it is difficult to maintain TNA in real happened.

2.3.4 Sample Approval: We must need to approval all sample before bulk production so every sample must be approval within time frame. So, TNA must mention every sample approval on time. Though we must approve PP sample before bulk production.

2.3.5 Date wise line plan: We must know date wise line plan of an order in TNA when it will be complete sewing, washing & packing. After that we must ensure how many lines allocate & when it will be complete all production to finishing. So, every task we can follow up time to time otherwise we cannot maintain & properly execute of an order perfectly.

Example

- Lead Time-105 days
- Order Qty:50,000 Pcs
- PCD-22nd Jun
- Fabric In-house date 15th Jun.

Time and Action Calendar for an order:

Stage	Action / Activities	Planned date / Duration / Days	Reduction of Time
1	Confirmation of Order	1-Oct	-119
2	Received PO	2-Oct	-118
3	Release Fabric PO	7-Oct	-113
4	Release Accessories PO	7-Oct	-113
5	Bulk fabric Quality approval	7-Oct	-113
6	Lap dip app.	10-Oct	-110
7	Measurement app.	15-Oct	-105
8	Level app.	20-Oct	-100
9	Booking of fabric	20-Oct	-100
10	Bulk fabric (FML)	25-Nov	-65
11	Fabric in house	5-Dec	-55
12	Bulk fabric approval (for shade)	6-Dec	-54
13	Send accessories for test	10-Dec	-50
14	Accessories in house	12-Dec	-48

15	PP meeting with Production people	15-Dec	-45
16	Cutting	15-Dec	-45
17	Sewing	18-Dec	-42
18	Gold seal sample for app.	5-Jan	-25
19	Lab test sample send	10-Jan	-20
20	Lab test result send	15-Jan	-15
21	Pre-shipment inspection	25-Jan	-3
22	Goods ex-factory	28-Jan	-0

2.4 Production Targets

In the apparel industry, production targets refer to the specific goals and objectives set by clothing manufacturers or brands to determine the quantity of garments that need to be produced within a given timeframe. These targets are typically established based on various factors such as market demand, sales forecasts, capacity constraints, and supply chain considerations. Interpreting production targets involves understanding their significance and implications within the context of the apparel industry.

Here are a few key points to consider:

- **Quantity and Volume:** Production targets specify the number of garments that need to be manufactured, which could be measured in terms of units, pieces, or volume. It provides a clear benchmark for the production team and helps in assessing their progress towards meeting the overall demand.

- **Timeframe:** Production targets are usually set for a specific time period, such as daily, weekly, monthly, or seasonal targets. These timeframes depend on the industry's lead times, order cycles, and market dynamics. Meeting these targets is crucial for maintaining supply chain efficiency and meeting customer demands on time.

- **Capacity and Resources**: Production targets should be realistic and aligned with the available production capacity and resources. Manufacturers consider factors like available machinery, labor force, production facilities, and raw material availability while setting targets. Overly ambitious targets without adequate resources can lead to quality issues, delays, and increased costs.

- **Efficiency and Productivity:** Production targets serve as performance indicators for manufacturers. They encourage the optimization of production processes, machinery utilization, and labor productivity. Continuous improvement initiatives and operational strategies are often implemented to meet or exceed these targets efficiently.

- **Sales and Market Demand:** Production targets are closely tied to market demand and sales forecasts. They reflect the estimated consumer demand for specific apparel products and styles. Manufacturers use market research, historical sales data, and input from retail partners to determine production targets. Aligning production with demand helps minimize inventory holding costs and reduces the risk of overproduction or stockouts.

- **Supply Chain Management:** Production targets play a vital role in coordinating the activities of the entire supply chain. Accurate production planning enables effective sourcing, procurement, and logistics management. Timely delivery of raw materials and components, synchronized production schedules, and efficient distribution are critical for meeting production targets and customer expectations.

- **Flexibility and Adaptability:** While production targets provide a baseline plan, the apparel industry requires flexibility to respond to changing market conditions and unforeseen events. Manufacturers should be able to adjust production targets when faced with disruptions, changes in demand patterns, or evolving consumer preferences.

How to achieve production target

Achieving production targets in the apparel industry requires careful planning, efficient processes, and effective management. Here are some steps you can take to help achieve your production targets:

- Set clear targets
- Capacity assessment
- Production planning
- Resource allocation
- Lean manufacturing
- Workflow optimization
- Employee training
- Quality control
- Communication
- Monitoring and reporting
- Flexibility
- Post-production analysis

Self-Check Sheet - 2: Perform planning and scheduling

Questionnaire:

1. What is work plan?
   Answer:

2. What are the main components of a work plan?
   Answer:

3. What are the types of work schedule?
   Answer:

4. What do you mean by lead time?
   Answer:

5. How to parepare an effective TNA?
   Answer:

Answer Key - 2: Perform planning and scheduling

1. What is work plan?
   Answer: A work plan is an actionable roadmap laying out all the project deliverables and milestones to achieve including a breakdown of who will do what and by when. It's the essential part of work management

2. What are the main components of a work plan?
   Answer: The main components of a work plan

   - Goals
   - Strategy
   - Tactics
   - Deliverables

3. What are the types of work schedule?
   Answer: Types of work schedule-

   - Full-Time Work Schedule
   - Part-Time Work Schedule
   - Fixed Work Schedule
   - Flexible Work Schedule
   - Shift Schedule
   - Rotating Shift Work Schedule
   - Split Work Schedule
   - Irregular Work Schedule
   - Seasonal Schedule
   - Compressed Schedule
   - Overtime Schedule
   - On-call Schedule
   - Hybrid Work Schedule
   - Remote Work Schedule

4. What do you mean by lead time?
   Answer: Lead-Time: In the clothing industry, lead-time is the total time to complete a product from the time the order is received and shipped to the Customer.

5. How to parepare an effective TNA?
   Answer: Steps to prepare an effective TNA-

   - ✓ Firstly, we need to know lead time of an order. Like as 120 or 90 days. Order confirmation to garments delivery date.
   - ✓ Order Quantity
   - ✓ Fabric In-house date.
   - ✓ Trims In-house date.
   - ✓ Sample Approval.
   - ✓ Date wise Line plan (Sewing, Washing & finishing complete).

Job Sheet-2: Preapare a TNA (Time and Action Calander)

Objectives: Understand the TNA, pre-production activities, order processing, and timelines.

Working Procedure:

1. Collect the job sheet and specification sheet for reference.
2. Read and thoroughly understand the job sheet and specification sheet to gain insights into the project requirements.
3. Gather relevant documentation.
4. Create a table in a spreadsheet on your computer. Add header as per your need or just copy the above format.
5. Add details of the order like style name, style description, order receiving date, ex-factory date etc.
6. In the column "Key Processes" list down processes as per your style requirement. Go through style detailing to identify all key processes to be involved. Few processes are mentioned in the tech-pack and buyer comments and some processes are to be understood from the style (physical sample).
7. Do backward and forward planning for deciding the planned date for the task. Take advice from respective department heads for the capacity availability and time requirement for the processes. Then add dates against the tasks. Where processes required multiple days add a planned completion date.
8. Note the name of the person or department who is responsible for the task.
9. Keep the "Actual date of start and end" column blank during TNA calendar preparation.
10. Distribute the printed or soft copy of the final TNA calendar to all persons you have mentioned in the "responsibility" column.
11. Maintain health and safety standards throughout the process, ensuring the proper handling of materials and adherence to safety protocols.
12. Restore the workplace to its original condition, ensuring cleanliness and organization.

Specification Sheet-2: Preapare a TNA (Time and Action Calander)

Necessary tools and equipment

Sl. No	Name of Tools & Equipment	Specification	Unit	Quantity
1	Computer/ laptop	Standard	No.	01
2	Pen	Standard	No.	01
3	Paper	A4	Set	01

Necessary materials

Sl. No.	Name of materials	Specification	Unit	Quantity
1	SOP and SMV	Standard	Set	01
2	Tech-pack	Standard	Set	01
3	Production capacity of plant	Standard	Set	01

Review of Competency

Below is yourself assessment rating for module **Develop Plan and Schedule**

Assessment of performance Criteria	Yes	No
SMART is defined.		
SMARTgoal is identified and interpreted for production.		
Production Targets are interpreted and calculatedas per job requirement		
Work plan is explained as per job requirement.		
Work plan is prepared according to operational requirements.		
Schedule is collected and maintained according to the work order.		
Production targets are achieved according to work plan		

I now feel ready to undertake my formal competency assessment.

Signed:

Date:

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