



Competency Based Learning Materials (CBLM)

Mid-Level Management for RMG

Level-4

Module: Evaluating production performance

Code: CBLM-RMGT-MLM-06-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 “Evaluate Production Performance” 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 -----

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How to use this Competency Based Learning Materials (CBLMs)

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 through 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

Module Content

Unit Title: Evaluate production performance

Unit code: CBLM-RMGT-MLM-06-L4-EN-V1

Module Title: Evaluating production performance

Module Description: This module covers the knowledge, skills and attitude required to evaluate production performance. It specifically includes mentoring personnel, maintaining production quality and evaluating performance.

Nominal Duration: 60 Hours

Learning Outcomes:

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

1. Mentor personnel
2. Maintain Production Quality
3. Evaluate performance

Assessment Criteria:

- 1.1 Purpose and benefits of mentoring plan are identified and defined.
- 1.2 Mentoring plan is interpreted.
- 1.3 Ground rules and expectations are established.
- 1.4 Training requirements, modes and methods are interpreted.
- 1.5 Employee mentoring plan is implemented.
- 1.6 Mentoring plan is evaluated.
- 1.7 Quality tools are identified.
- 1.8 Quality requirements are interpreted.
- 1.9 Quality is controlled as per buyer's demand.
- 1.10 Team and individual performance appraisal and review process is explained.
- 1.11 Production performance against expected target is assessed.
- 1.12 Performance appraisal is conducted in accordance with organizational practice.
- 1.13 Performance appraisal feedback is provided to employee.

Learning Outcome 1: Mentor personnel

Assessment Criteria	<ol style="list-style-type: none"> 1. Purpose and benefits of mentoring plan are identified and defined. 2. Mentoring plan is interpreted. 3. Ground rules and expectations are established. 4. Training requirements, modes and methods are interpreted. 5. Employee mentoring plan is implemented. 6. Mentoring plan is evaluated.
Conditions and Resources	<ol style="list-style-type: none"> 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
Contents	<ol style="list-style-type: none"> 1 Mentoring plan 2 Ground rules and expectations 3 Training requirements, modes and methods 4 Employee mentoring plan
Training Methods	<ol style="list-style-type: none"> 1. Discussion 2. Presentation 3. Demonstration 4. Guided Practice 5. Individual Practice 6. Project Work 7. Problem Solving 8. Brainstorming
Assessment Methods	<ol style="list-style-type: none"> 1. Written Test 2. Demonstration 3. Oral Questioning

Learning Experience 1: Mentor personnel

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 Evaluate Production Performance	1. Instructor will provide the learning materials “ Mentor personnel ”
2. Read the Information sheet/s	2. Information Sheet No:1 Mentor personnel
3. Complete the Self Checks & Check answer sheets.	3. Self-Check/s Self-Check No:1 Mentor personnel Answer key No.1 Mentor personnel
4. Read the Job Sheet and Specification Sheet and perform job	4. Job- Sheet No:1- Mentor personnel Specification Sheet: 1 – Mentor personnel

Information Sheet-1: Mentor personnel

Learning Objectives:

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

- 1.1 Mentoring plan
- 1.2 Ground rules and expectations
- 1.3 Training requirements, modes and methods
- 1.4 Employee mentoring plan

Mentoring

Mentoring is a process of using specially selected and trained individuals to provide guidance, pragmatic advice, and continuing support that will help the people in their learning and development process.

1.1 Mentoring plan:

A mentoring plan is an essential element for any successful mentorship program. It defines the goals of the program as well as the logistics or how the program will proceed. A mentoring plan can also establish expectations for mentors and mentees.

Sometimes, organizations can use mentoring plans to help define where the biggest need for mentors lies.

For example, organizations may want to build a more diverse leadership team. To do this, they decide to connect employees from minority backgrounds with mentors. These mentors will coach and provide them with career guidance. The hope is that their investment will lead to more minority employees moving up through the ranks.

Therefore, the mentoring plan defined a course of action for the organization to become more inclusive. Diversity-focused mentoring programs are common mentoring plans.

1.1.1 Mentoring plan should include the following things:

- **Enrollment** – is it open, application, or invite only?
- **Mentoring style** – can be traditional, flash, reverse
- **Connection type** – possibly 1:1, mentor groups, or one to many
- **Connection duration** – can be weeks or months — or perhaps even just a single session
- **Measurement** – tracking and reporting needs.

1.1.2 How to Start a Mentoring Program:



1.2 Ground rules and expectations:

DO

- Respect mentor and mentees as much as your own.
- Trust openness.
- Confidentiality
- No-Fault End of Relationship
- Be explicit about the 'norms' for meetings and own needs and limits.
- Always ask if you can make a suggestion or offer feedback.
- Express appreciation to any help from other participants.
- Keep the relationship on a professional basis.
- Recognize and work through conflicts in a respectful way; invite discussions of differences.

DON'T

- Assume that your schedule always has priority.
- Automatically give advice or criticism.
- Assume your advice will be followed.
- Expect a clone of yourself.
- Move too quickly into a personal friendship, if at all.
- Avoid discussion of inappropriate
- Subjects and forcing your solutions in conflicts.
- End the relationship on a sour note

1.3 Training requirements:

Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization.

1.3.1 Purpose of training:

- To prepare the employee, both new & old to meet the present as well as the changing requirements of the job & the organization.
- To develop the potentialities of the people for the next level job.
- To ensure smooth & efficient working of a department.
- To ensure economical output of required quality.
- To build up a second line of competent officers & prepare them to occupy more responsible position.
- To prevent obsolescence.

1.3.2 Benefits of training:

- Increased productivity
- Heightened morale
- Reduced supervision
- Reduced accidents
- Increased organizational stability

1.3.3 Modes and methods:

Following are the major modes and methods of training-
What are the most effective employee training methods?

- Job rotation
- Buddy System
- Job instructions
- Committee assignments
- Internship training
- On-the-Job Training
- Role playing
- Coaching
- Simulation Training
- Collaborative Training
- Video Training
- Cross-Training
- Job Shadowing
- Case Studies
- Peer-to-Peer Learning
- Spaced Learning
- Gamification

Self Check Sheet-1: Mentor personnel

Questionnaire:

Q1: What is mentoring plan?

Answer:

Q2: What is the purpose of mentoring?

Answer:

Q3: Write the name of three things that should be included in mentoring plan.

Answer:

Q4: What is training?

Answer:

Q5: What are the modes and methods of training?

Answer:

Q6: Write the three benefits of training.

Answer:

Answer Key-1: Mentor personnel

Q1: What is mentoring plan?

Answer: A mentoring plan is an essential element for any successful mentorship program. It defines the goals of the program as well as the logistics or how the program will proceed. A mentoring plan can also establish expectations for mentors and mentees.

Q2: What is the purpose of mentoring?

Answer: The cutting department commonly uses tools such as cutting machines, scissors, cutting tables, and computerized cutting systems.

Q3: Write the name of three things that should be included in mentoring plan.

Answer:

- Enrollment
- Mentoring style
- Connection type

Q4: What is training?

Answer: Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization

Q5: What are the modes and methods of training?

Answer:

- Job rotation
- Buddy system
- Job instructions
- Committee assignments
- Internship training

Q6: Write the three benefits of training.

Answer:

- Increased productivity
- Reduced accidents
- Increased organizational stability

Job Sheet-1: Design a mentoring plan using computer.

Job Name: Design a mentoring plan using computer.

Job Purpose:

1. Understand and execute the employee mentoring plan

Precautions:

1. Use appropriate tools and documents for data collection and analysis.
2. Maintain health and safety precautions throughout the process.

Steps:

- 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, such as employee information, mentoring style (like one to one or group), connection time etc.
- 4) Design mentoring plan.
- 5) Maintain health and safety standards throughout the process, ensuring the proper handling of materials and adherence to safety protocols.
- 6) Restore the workplace to its original condition, ensuring cleanliness and organization.

Specification Sheet-1: Design a mentoring plan using computer.

Required Tools/ Materials:

1. SOP of different department
2. Pen, Paper
3. Recorder
4. Computer

Mentoring action plan

Both mentor and mentee should keep a copy of this summary for future reference

Mentee		Mentor		Date	
Career Vision					
Long Term Goal					
Short Term Goals	Action Steps	Resources	Timelines	Indicators of success	
Goal 1:	In order to achieve this goal, I will:				

Learning outcome 2: Maintain Production Quality

Assessment Criteria	<ol style="list-style-type: none"> 1. Quality tools are identified. 2. Quality requirements are interpreted. 3. Quality is controlled as per buyer's demand.
Conditions and Resources	<ol style="list-style-type: none"> 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
Contents	<ol style="list-style-type: none"> 1 Quality 2 List of Quality tools 3 Requirements of Quality 4 Quality control as per buyer's demand
Training Methods	<ol style="list-style-type: none"> 1. Discussion 2. Presentation 3. Demonstration 4. Guided Practice 5. Individual Practice 6. Project Work 7. Problem Solving 8. Brainstorming
Assessment Methods	<ol style="list-style-type: none"> 1. Written Test 2. Demonstration 3. Oral Questioning

Learning experience 2: Maintain Production Quality

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 evaluate production performance.	1. Instructor will provide the learning materials “maintain production quality”
2. Read the information sheet/s	2. Information sheet no: 2 Maintain Production Quality
3. Complete the self checks & check answer sheets.	3. Self-check no: 2 Maintain Production Quality Answer key no. 2 Maintain Production Quality
4. Read the job sheet and specification sheet and perform job	4. Job/ task sheet and specification sheet ▪ Task- sheet no: 2- Maintaining Quality in the Apparel Industry.

Information sheet 2: Maintain production quality

Learning Objective:

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

- 1.1 Quality
- 1.2 List of Quality tools
- 1.3 Requirements of Quality
- 1.4 Quality control as per buyer's demand

1.1 Quality:

Quality refers to a set of characteristics expected from products or services. It is a combination of various factors such as design, performance, reliability, safety, efficiency, effectiveness, economy and timeliness. In other words, quality means conformance with specific standards. It also implies a measure of how well a product or service meets its purpose.

Quality also can define from various point of view-

1.1.1 Organization perspective

Organizations define quality as the level of customer satisfaction, leading to higher profits and market share. They also consider the following aspects when defining quality:

- Long term profits
- Being market leader
- Meeting specifications
- Better client satisfaction
- Cost-effectiveness
- Reliability

1.1.2 Employee perspective

Employees define quality as their perception of the overall value they get from working in an organization. This includes the following aspects:

- Knowing clearly what is expected from them
- Feeling proud of the work (job satisfaction)
- Ability to earn more money than elsewhere.
- Ability to improve processes and ability to make changes (empowerment)

1.1.3 Customer perspective

The customer defines quality as the extent to which they get what they want from the organization. Customers consider the following aspects:

- Getting a good product or service
- Low maintenance

- Free from deficiencies
- Aesthetics
- "wow" effect
- Safety

1.1.4 Supplier perspective

Suppliers' specifications. They consider the following aspects define quality as the degree of conformity between the delivered goods and the required:

- Technical compliance and acceptance by the buyer
- Re-orders
- Reduced variation
- Doing it right the first time
- Timely delivery

1.1.5 Society perspective

Society defines quality as the extent of social benefits derived from the organization. It considers the following aspects:

- Less waste
- Durable products
- Employment opportunities
- Low pollution
- Social responsibility
- Environmental sustainability

1.2 List of quality tools:

Quality control is crucial in the garments industry to ensure that products meet the required standards and customer expectations.

Here are some quality tools commonly used in the garments industry:

- **Checklists:** Checklists provide a standardized way of inspecting garments at different stages of production. They outline the specific criteria and requirements that need to be met, helping to ensure consistency and accuracy in the inspection process.
- **Sampling:** Sampling involves selecting a random sample of garments from a production batch and inspecting them for quality. This statistical technique provides an indication of the overall quality level of the batch and helps identify any potential issues or defects.
- **Statistical Process Control (SPC):** SPC involves monitoring and controlling the production process using statistical methods. By collecting data at various stages of production, SPC helps detect and prevent any deviations or variations that may lead to quality issues. Control charts, process capability analysis, and Pareto analysis are some of the tools used in SPC.
- **Six Sigma:** Six Sigma is a disciplined approach that focuses on reducing defects and process variations. It involves using statistical methods and tools to identify and

eliminate root causes of defects, thereby improving overall quality and customer satisfaction.

- **Cause and Effect (Fishbone) Diagram:** Fishbone diagrams are used to identify and analyze the potential causes of a quality issue. This tool helps visualize the different factors that contribute to a problem, such as equipment, materials, methods, people, and environment. By identifying the root causes, appropriate corrective actions can be taken.
- **Quality Function Deployment (QFD):** QFD is a systematic approach that translates customer requirements into specific design and production characteristics. It helps align the production process with customer expectations and ensures that quality is built into the garments from the beginning.
- **Failure Mode and Effects Analysis (FMEA):** FMEA is a proactive tool used to identify and assess potential failures or defects in the production process. It involves analyzing the severity, occurrence, and detectability of each failure mode and developing strategies to mitigate or eliminate them.
- **Visual Inspection:** Visual inspection is a manual method of inspecting garments for any visible defects, such as stitching issues, fabric flaws, or incorrect labeling. Trained quality inspectors perform visual inspections to ensure that the garments meet the required standards.
- **Garment Testing:** Various physical and chemical tests are conducted on garments to assess their quality and performance. These tests may include colorfastness, dimensional stability, fabric strength, seam strength, pilling resistance, and shrinkage testing, among others.
- **Quality Training and Education:** A well-trained workforce is essential for maintaining quality standards in the garments industry. Providing regular training sessions and educational programs on quality control techniques, standards, and best practices helps improve the skills and knowledge of the employees involved in the production process.

1.3 Requirements of quality:

The requirements of quality in the garments industry are essential to meet customer expectations, comply with regulations, and ensure the overall success of the business. Here are some key requirements for maintaining quality in the garments industry:

- **Product Specifications:** Garments must meet the specified requirements in terms of design, measurements, materials, colors, and finishes. Clear and detailed product specifications help establish the quality standards that need to be maintained throughout the production process.
- **Fit and Comfort:** Garments should fit well and provide comfort to the wearer. Proper sizing, accurate pattern-making, and attention to ergonomic factors are crucial for ensuring that the garments fit different body shapes and sizes appropriately.
- **Durability and Strength:** Garments should be durable and able to withstand normal wear and tear. This includes using high-quality materials, employing proper stitching

techniques, reinforcing stress points, and conducting adequate fabric and seam strength testing.

- **Finishing and Appearance:** The overall finishing of the garments, including stitching, hemming, buttoning, and zipping, should be done neatly and consistently. The garments should have a professional appearance, with no loose threads, uneven seams, or other visible defects.
- **Color Fastness:** Garments should retain their color even after repeated washes or exposure to light. Colorfastness testing ensures that the dyes or prints used in the garments are of good quality and will not fade or bleed excessively.
- **Consistency and Uniformity:** Garments produced in large quantities should exhibit consistency and uniformity across the entire batch. This includes consistency in measurements, colors, patterns, and finishes. Any deviations or variations should be minimized to maintain quality standards.
- **Labeling and Packaging:** Garments should be properly labeled with accurate information, including care instructions, fiber content, country of origin, and brand details. The packaging should protect the garments during transportation and storage, ensuring they reach customers in good condition.
- **Compliance with Safety Regulations:** Garments must comply with safety regulations and standards, such as those related to flammability, chemical content, and product labeling. This ensures the safety and well-being of the end-users.
- **Timely Delivery:** Delivering garments within the agreed-upon timeframe is an important aspect of quality. Meeting production and delivery schedules demonstrates efficiency, reliability, and professionalism.
- **Customer Satisfaction:** Ultimately, customer satisfaction is a crucial requirement for quality in the garments industry. Understanding and meeting customer expectations, addressing any issues or complaints promptly, and maintaining open lines of communication with customers contribute to overall customer satisfaction.

By meeting these requirements, the garments industry can ensure that the products they produce are of high quality, which leads to customer loyalty, positive brand reputation, and long-term business success.

Self Check Sheet-2: Maintain production quality

Questionnaire:

Q1: What is quality?

Answer:

Q2: What is quality control?

Answer:

Q3: What are some common challenges in maintaining production quality in the apparel industry?

Answer:

Q4: How can apparel manufacturers ensure consistent sizing across their products?

Answer:

Q5: What measures can be taken to address color accuracy issues in apparel production?

Answer:

Q6: How can apparel manufacturers balance production speed with quality control?

Answer:

Answer Key-2: Maintain production quality

Q1: What is quality?

Answer: Quality refers to a set of characteristics expected from products or services.

Q2: What is quality control?

Answer: Quality control (qc) is a procedure or set of procedures intended to ensure that a manufactured product or performed service adheres to a defined set of quality criteria or meets the requirements of the client or customer.

Q3: What are some common challenges in maintaining production quality in the apparel industry?

Answer: Common challenges in maintaining production quality in the apparel industry include ensuring consistent sizing, color accuracy, fabric quality, managing production speed, and meeting strict compliance standards for safety and environmental regulations.

Q4: How can apparel manufacturers ensure consistent sizing across their products?

Answer: Consistent sizing can be achieved by implementing standardized measurement charts, conducting regular quality checks during production, and investing in advanced technology such as 3D body scanning for precise fit assessment.

Q5: What measures can be taken to address color accuracy issues in apparel production?

Answer: To address color accuracy issues, apparel manufacturers should use standardized color management systems, conduct frequent color checks with calibrated equipment, and collaborate closely with dyeing and printing suppliers to maintain color consistency.

Q6: How can apparel manufacturers balance production speed with quality control?

Answer: Balancing production speed with quality control requires efficient production processes, trained personnel, and quality checks at critical points in the manufacturing process. Implementing lean manufacturing principles and automation can also help maintain both speed and quality.

Task Sheet-2: Maintaining Quality in the Apparel Industry

Job Name: Define Quality in the Apparel Industry.

Steps:

1. Collect the task sheet for reference.
2. Read and thoroughly understand the task sheet to gain insights into the project requirements.
3. Collect a cross-functional team including designers, production and quality control staff.
4. Define what quality means in the context of your apparel products.
5. Identify quality standards and specifications for materials, workmanship and finished products.
6. Identify alignment with industry standards and customer expectations.
7. Maintain health and safety standards throughout the process, ensuring the proper handling of materials and adherence to safety protocols.
8. Restore the workplace to its original condition, ensuring cleanliness and organization.

Learning Outcome 3: Evaluate performance

Assessment Criteria	<ol style="list-style-type: none"> 1. Team and individual performance appraisal and review process is explained. 2. Production performance against expected target is assessed. 3. Performance appraisal is conducted in accordance with organizational practice. 4. Performance appraisal feedback is provided to employee.
Conditions and Resources	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1 Performance appraisal 2 Production performance 3 Organizational practice
Training Methods	<ol style="list-style-type: none"> 1. Discussion 2. Presentation 3. Demonstration 4. Guided Practice 5. Individual Practice 6. Project Work 7. Problem Solving 8. Brainstorming
Assessment Methods	<ol style="list-style-type: none"> 1. Written Test 2. Demonstration 3. Oral Questioning

Learning Experience 3: Evaluate performance

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 Evaluate Production Performance	1. Instructor will provide the learning materials Evaluate performance
2. Read the Information sheet/s	2. Information Sheet No:3 Evaluate performance
3. Complete the Self Checks & Check answer sheets.	3. Self-Check/s Self-Check No: 3 Evaluate performance Answer key No. 3 Evaluate performance
4. Read the Job Sheet and Specification Sheet and perform job	4. Job/ task sheet and specification sheet Job- Sheet No-3: List down key performance (KPI) of cutting and seiwing department. Specification Sheet-3: List down key performance (KPI) of cutting and seiwing department.

Information Sheet 3: Evaluate performance

Learning Objective:

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

- 3.1 Performance appraisal
- 3.2 Production performance
- 3.3 Organizational practice

3.1 Performance appraisal

Performance appraisal is a process for evaluating and documenting how well an employee is carrying out his or her job. It is part of a company's performance management system. Performance appraisals are based on the employee's progress against goals set once a year with his or her manager.

3.1.1 Objectives of a performance appraisal

- Help employees set goals
- Motivate high-performing employees
- Counsel underperforming employees
- Support for raises and promotions
- Plan for new hires
- Improve organizational performance
- Determine overall training needs
- Create a paper trail

3.1.2 Steps in the Appraisal Process



Figure: Steps in the Appraisal Process

- **Establishing performance standards**
The first step in the process of performance appraisal is the setting up of the standards which will be used to as the base to compare the actual performance of the employees. This step requires setting the criteria to judge the performance of the employees as successful or unsuccessful and the degrees of their contribution to the organizational goals and objectives. The standards set should be clear, easily understandable and in measurable terms.
In case the performance of the employee cannot be measured, great care should be taken to describe the standards.
- **Communicating the standards**
Once set, it is the responsibility of the management to communicate the standards to all the employees of the organization. The employees should be informed and the standards should be clearly explained to the employees. This will help them to understand their roles and to know what exactly is expected from them. The standards should also be communicated to the appraisers or the evaluators and if required, the standards can also be modified at this stage itself according to the relevant feedback from the employees or the evaluators.
- **Measuring the actual performance**
The most difficult part of the Performance appraisal process is measuring the actual performance of the employees that is the work done by the employees during the specified period of time. It is a continuous process which involves monitoring the performance throughout the year. This stage requires the careful selection of the appropriate techniques of measurement, taking care that personal bias does not affect the outcome of the process and providing assistance rather than interfering in an employees work.
- **Comparing actual performance with desired performance**
The actual performance is compared with the desired or the standard performance. The comparison tells the deviations in the performance of the employees from the standards set. The result can show the actual performance being more than the desired performance or, the actual performance being less than the desired performance depicting a negative deviation in the organizational performance. It includes recalling, evaluating and analysis of data related to the employees' performance.
- **Discussing results [Feedback]**
The result of the appraisal is communicated and discussed with the employees on one-to-one basis. The focus of this discussion is on communication and listening. The results, problems and possible solutions are discussed with the aim of problem solving and reaching purpose. The feedback should be given with a positive attitude as this can have an effect on the employees' future performance. Performance appraisal feedback by managers should be in such way helpful to correct mistakes done by the employees and help them to motivate for better performance but not to demotivate. Performance feedback task should be handled very carefully as it may leads to emotional outburst if it is not handing properly. Sometimes employees should be prepared before giving them feedback as it may be received positively or negatively.

- **Implement personnel action**

The final step in the appraisal. As performance gaps are identified, supervisors and managers should take the time to identify why performance is not meeting expectations. If required supervisors and managers should arrange training and/or coaching program so that employee can meet expectations.

3.2 Production performance assessment in Garment Industry:

Generally, Production performance assessment in Garment Industry against some KPI (Key Performance Indicator).

3.2.1 Quality related KPI's

- Factor Efficiency percentage
- CPM cost
- Cut to ship ratio
- DHU %
- On time delivery rate
- Non – productive time
- Average Style change over time
- AQL levels

3.2.2 Sewing related KPI's

- Line wise sewing efficiency
- manpower to machine ratio
- Absenteeism
- DHU in sewing
- No of style change
- Idle time

3.2.3 Cutting related KPI's

- Marker efficiency
- Cutting production
- DHU in cutting
- Cutting delay / Input delay to sewing line
- Fabric utilization

3.3 Organizational practice in Garment Industry:

Organizational practices in the garments industry encompass various strategies and processes aimed at optimizing efficiency, productivity, and overall effectiveness. Here are some common organizational practices in the garments industry:

- **Lean Manufacturing:** Lean principles focus on eliminating waste, reducing lead times, and improving efficiency in the production process. This involves streamlining workflows, minimizing inventory, optimizing production layouts, and implementing continuous improvement initiatives.
- **Agile Production:** Agile production methods emphasize flexibility, adaptability, and quick response to changing customer demands. This approach involves cross-functional teams, shorter production cycles, rapid prototyping, and close collaboration between different departments to ensure a faster and more responsive production process.
- **Supply Chain Management:** Effective supply chain management is crucial in the garments industry, which involves coordinating activities from sourcing raw materials to delivering finished products to customers. Implementing robust supply chain practices helps optimize inventory management, reduce lead times, and ensure timely delivery of garments.
- **Performance Measurement:** Organizations in the garments industry use key performance indicators (KPIs) to measure and evaluate their performance. KPIs can include metrics related to production efficiency, product quality, on-time delivery, customer satisfaction, and financial performance. Regular monitoring of KPIs helps identify areas for improvement and make data-driven decisions.
- **Cross-Functional Collaboration:** Collaboration across different functions and departments is essential for smooth operations in the garments industry. Effective communication, coordination, and teamwork ensure that all stakeholders work together towards common goals, such as product development, production planning, quality control, and marketing.
- **Technology Integration:** Adopting technology solutions helps streamline processes, improve accuracy, and enhance productivity in the garments industry. This may include implementing enterprise resource planning (ERP) systems, computer-aided design (CAD) software, product lifecycle management (PLM) tools, and other digital platforms for better data management and process automation.
- **Continuous Improvement:** Continuous improvement is a core practice in the garments industry to enhance quality, efficiency, and innovation. This involves regularly reviewing processes, gathering feedback from stakeholders, identifying areas for improvement, and implementing corrective actions or process refinements.
- **Employee Training and Development:** Providing ongoing training and development opportunities for employees is crucial in the garments industry. This includes technical skills training, quality control education, leadership development, and fostering a culture of learning to ensure a skilled and motivated workforce.
- **Ethical and Sustainable Practices:** Garments companies are increasingly embracing ethical and sustainable practices. This may involve ensuring fair wages and safe

working conditions for employees, sourcing environmentally friendly materials, reducing waste, and promoting social responsibility throughout the supply chain.

- **Customer-Centric Approach:** Adopting a customer-centric approach is vital in the garments industry. This includes understanding customer preferences and demands, gathering feedback, and incorporating customer insights into product development, design, and marketing strategies.

By implementing these organizational practices, companies in the garments industry can enhance efficiency, productivity, and overall competitiveness while meeting the ever-evolving needs of customers and stakeholders.

Self Check Sheet-3: Evaluate performance

Questions:

Q1: What is performance appraisal?

Answer:

Q2: Write four purpose of performance appraisal.

Answer:

Q3: What are the steps of performance appraisal?

Answer:

Q4: Write four KPIs related to quality.

Answer:

Answer Key-3: Evaluate performance

Q1: What is performance appraisal?

Answer: Performance appraisal is a process for evaluating and documenting how well an employee is carrying out his or her job. It is part of a company's performance management system. Performance appraisals are based on the employee's progress against goals set once a year with his or her manager.

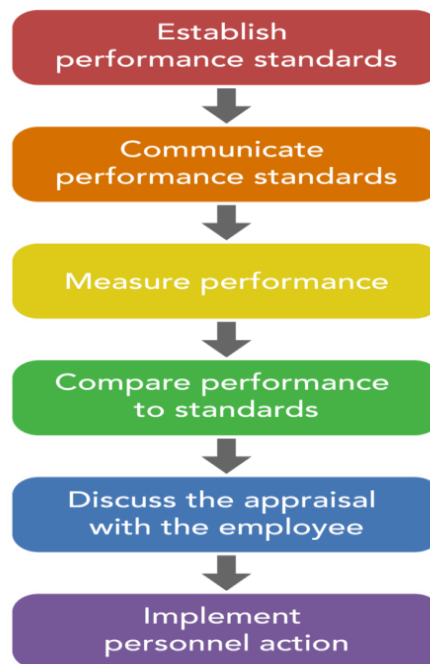
Q2: Write four purpose of performance appraisal.

Answer:

- Help employees set goals
- Motivate high-performing employees
- Support for raises and promotions
- Plan for new hires

Q3: What are the steps of performance appraisal?

Answer:



Q4: Write four KPIs related to quality.

Answer:

- AQL levels
- Cut to ship ratio
- DHU %
- RFT

Job Sheet-3: List down Key Performance Indicator (KPI) of cutting and sewing department

Job Name: List down Key Performance Indicator (KPI) of cutting and sewing department.

Job Purpose:

1. Understand the performance cutting and sewing department.

Precautions:

1. Use appropriate tools and documents for data collection and analysis.
2. Maintain health and safety precautions throughout the process.

Steps:

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, such as marker efficiency, cutting audit report, DHU report, AQL report etc.
4. List out the KPLs in Cutting and sewing department.
5. Maintain health and safety standards throughout the process, ensuring the proper handling of materials and adherence to safety protocols.
6. Restore the workplace to its original condition, ensuring cleanliness and organization.

Specification Sheet-3: List down Key Performance Indicator (KPI) of cutting and sewing department

Job Name: List down Key Performance Indicator (KPI) of cutting and sewing department.

Job Purpose:

1. Understand the performance cutting and sewing department.

Required Tools/ Materials:

1. SOP of different department
2. Pen, Paper
3. Scale

Review of competency

Below is yourself assessment rating for module “**Evaluate production performance**”

Sl no	Assessment of performance criteria	Yes	No
1.	Purpose and benefits of mentoring plan are identified and defined.		
2.	Mentoring plan is interpreted.		
3.	Ground rules and expectations are established.		
4.	Training requirements, modes and methods are interpreted.		
5.	Employee mentoring plan is implemented.		
6.	Mentoring plan is evaluated.		
7.	Quality tools are identified.		
8.	Quality requirements are interpreted.		
9.	Quality is controlled as per buyer’s demand.		
10.	Team and individual performance appraisal and review process is explained.		
11.	Production performance against expected target is assessed.		
12.	Performance appraisal is conducted in accordance with organizational practice.		
13.	Performance appraisal feedback is provided to employee.		

I now feel ready to undertake my formal competency assessment.

Signed:

Date:

Development of CBLM:

The Competency Based Learning Material (CBLM) of ‘**Evaluate Production Performance**’ (Occupation: Mid-Level Management, Level-4) for National Skills Certificate is developed by NSDA with the assistance of SIMEC System, ECF consultancy & SIMEC Institute JV (Joint Venture Firm) in the month of June 2023 under the contract number of package SD-9A dated 07th May 2023.

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