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Conceptualisation and Design Process

1. Research study on management practises in RMG sector
2. Stakeholder consultation for validation of study findings, identification of improvement areas and management practises
3. Conceptualisation of presentation structure and finalisation of list of practises
4. Inter-ministerial (alongwith industry participants) study tour to RMG units in India and Vietnam participating in ILO programmes
5. Finalisation of draft
6. Conceptualisation of pilot programme

CHAPTER 1: WORKPLACE COOPERATION (8 practices)

Practice 1

Functional Enterprise Improvement Teams (EITs)

Practice 2

Daily 10-minute line meetings

Practice 3

Employee Suggestion Scheme (ESS)

Practice 4

Pre-production briefing and interdepartmental information transfer

Practice 5

Workplace organization (5S)

Practice 6

Information sharing board

Practice 7

Data-based enterprise performance tracking and planning through employee involvement

Practice 8

Systematic pre-production planning

CHAPTER 2: QUALITY (7 practise)

Practice 9
4-Point fabric inspection system

Practice 10
Inspection system for incoming outsourced processes

Practice 11
Traffic Light System for in-line inspection and defect reduction

Practice 12
Systematic root-cause analysis of defects using Pareto, Why-Why, Fishbone

Practice 13
Internal customer orientation for company-wide quality improvement

Practice 14
Standard Operations Procedures (SOPs) (display of defects/specifications) for improving inspection effectiveness

Practice 15
Cut to ship loss analysis to reduce rejection

CHAPTER 3: PRODUCTIVITY (10 practises)

Practice 16
Quick changeover in fabric spreading

Practice 17
Downtime analysis for productivity improvement of mechanized processes

Practice 18
Line balancing using TAKT time graph

Practice 19
Operation-specific method improvement and standardization

Practice 20
Simplification of sewing operations through the use of templates

Practice 21
Supplier development

Practice 22
Managing a style changeover in sewing lines

Practice 23
Computer-aided design (CAD) based pattern and marker making for material optimization

Practice 24
In-line finishing to reduce work-in-process (WIP) and transportation

Practice 25
Preventive maintenance to reduce machine breakdowns

Practice 26
Inventory management

CHAPTER 4: CLEAN PRODUCTION (4 practises)

Practice 27
Green shop-floor design
Practice 28
Energy conservation
Practice 29
Water conservation and treatment
Practice 30
Solid waste management

CHAPTER 5: WORKFORCE MANAGEMENT (10 practises)

Practice 31
Dual Trainng System (DTS) for new recruits and apprentices
Practice 32
Induction into the workplace through buddy system
Practice 33
Job descriptions (JDs)
Practice 34
Supervisory skill development
Practice 35
Hybrid remuneration model
Practice 36
Exit interviews for employee retention
Practice 37
Cross-training and multi-skilling for innovation and personnel development
Practice 38
Grievance redressal mechanisms
Practice 39
Gender equality in the workplace
Practice 40
Conflict resolution mechanism

CHAPTER 6: OCCUPATIONAL SAFETY AND HEALTH (OSH) (10 practises)

Practice 41
Use of ergonomic seating and workstations to reduce fatigue and improve productivity
Practice 42
Machine safety : safety guards
Practice 43
Chemical store management and safety practice
Practice 44
Structural and electrical safety
Practice 45
Emergency plan and equipment
Practice 46
Fire safety
Practice 47
Good lighting
Practice 48
Health and safety of pregnant employees
Practice 49
Use of Personal Protective Equipment (PPE)
Practice 50
Safe use of hazardous substances

PRACTICE 1

Functional Enterprise Improvement Teams (EITs)

The potential to improve most processes and functions in made-made current industries is immense and hence improvement efforts should not be limited to one process alone. To achieve company-wide improvements, it is essential to form a cross-functional, cross-hierarchical Enterprise Improvement Team (EIT) that identifies opportunities for improvement, plans projects and implements them. The EIT builds a culture of joint problem-solving, innovation and instills a feeling of ownership over enterprise performance among employees. The results of these initiatives must be shared with the employees of the organization for mutual learning and to inspire others to strive towards continual improvement.

How to implement?

- Organise a workshop for employees on why it is important to enhance the competitiveness of the enterprise. Share the enterprise's vision and define its common improvement goals. Discuss how a cross-functional and cross-hierarchical team, can result in a wide scale improvement within the company.
- Facilitate the formation of a cross-functional and cross-hierarchical enterprise improvement team that can, on a weekly basis, brainstorm on problems, prepare problem-specific improvement roadmaps (that is, Enterprise Improvement Plans or EIP), convince non-team employees of the merits of making improvements and mobilize their support to implement the roadmap, review progress and also sustain it (fig. 1.1).
- EIT underpins the principles of participatory management, constructive dialogue between workers and management to enhance productivity and gain sharing. It doesn't replace the important role played by trade unions in protecting the rights of workers including collective bargaining. The size of an EIT is proportionate to total employee size in the enterprise, and preferably not more than 15 members. Employee representation in the EIT is necessary from processes or lines that account for major volume and / or engage a higher percentage of employees. Also, encourage the inclusion of women workers, migrant workers, contract workers and workers with special needs in order to capture their voice and get their inputs as well.
- EITs should have equal representation from workers and management and must include trade union representatives (if they exist in the enterprise). Participation and involvement of women employees in the EIT is strongly encouraged.
- Diversity in EIT membership through equal representation of not only workers and supervisors, but also of women, migrants, persons with special needs, contract workers and contractors, among others, increases the sense of ownership of enterprise improvement processes among employees as also their participation in offering innovative solutions to problems.

Figure 1.1 EIT team leading the improvement process in the enterprise

- Team members are provided training on data-based, problem-solving techniques (refer to practice no. 7).
- The team should generate an Enterprise Improvement Plan (EIP). EIP is a document that instills concepts of systematic approach to improvement. It captures the baseline status of each problem, and the activities planned and agreed jointly by employees to introduce or upgrade a practice to solve the problem. One to two employees can be made responsible for monitoring the project's progress, timelines (from start to finish), and the steps taken to sustain the practice.

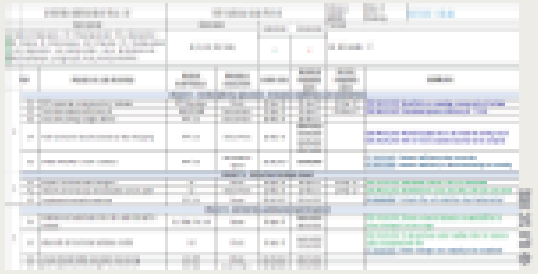

Figure 1.2 Enterprise Improvement Plan (EIP)

- Various departments or functions should identify activities drawing up from and link it to performance improvement indicators of employees. This should then be reviewed during the weekly EIT meetings. The meeting can be presided by representatives from the EIT group.
- The progress of various projects needs to be monitored by nominated EIT members.
- The EIT needs to share the results of their projects with the management and employees on a regular basis, through meetings and visual display of results on the information sharing board (refer to practice no. 4)
- Successful projects should be recognized and new ones encouraged.

Enterprise case study

Problem description

A small and medium-sized enterprise (SME) in Indonesia was struggling to manage frequent worker-manager (and supervisor) conflicts on the shop-floor. A detailed diagnosis of the situation, indicated that the conflicts were primarily due to a mismatch between managers' expectations and poor communication with workers. This led to a growing mistrust between workers and managers. However, the premier cause was a cumulative effect of poor coordination and communication between the various departments, namely merchandising, purchasing, production planning control, and the store, which was creating tensions on the shop-floor. The SME estimated a production time loss of 30–45 minutes on an average, daily, due to conflicts, and a consequent overtime loss of $4,000 per week to meet production deadlines.

Process followed

An orientation was provided to employees (both workers and supervisors) on how to strengthen workplace cooperation by introducing practices to improve communication, and build trust and respect among employees, all of which are essential to enhance productivity. Further, the employees were provided basic training on concepts related to continuous improvement like Kaizen, 5S, internal customer orientation, cost of quality, 7 types of waste, among others. A cross-functional and cross-hierarchical team was formed. It met on a weekly basis to plan and review enterprise performance improvements (fig. 1.3) based on the goals developed from various processes like sewing, sampling, merchandising and finishing. These goals also emanated from departmental brainstorming sessions between workers, managers and supervisors. They were then presented in the EIT meeting by a process related worker or manager who was nominated for representation in the EIT. Once an agreement on an improvement proposal was reached within the EIT, teams comprising workers and managers implemented the projects and reported their achievements and savings. Case studies on successful projects were displayed on the information sharing board every month. These success stories motivated others to participate and contribute to the improvement processes of the enterprise.

Results achieved

Within four months of the EIT's introduction, the SME witnessed 140 projects and sub-projects being implemented to enhance operational efficiency. While the gains were evident due to the introduction of new practices or the upgradation of existing practices, there was a visible transformation in the work culture as a result of increased employee ownership of performance and teamwork.

The enterprise also reported that

- First Time Right sampling was enhanced from 77 per cent to 92 per cent.
- Improvement in on-production satisfaction rate, from 45 per cent to 76 per cent.
- Pending work in process (WIP) reduced from 22,000 pieces to 1,200 pieces.

Financial investment required	Time investment required
₹	

Low	●	○
Medium	●●	○○
High	●●●	○○○