



Workplace Education Programme (WEP)
Factory Training Report, Fair Wear Foundation

**Supervisors Training Programme
For Women Workers and Line Supervisors
August 2016 to November 2016**

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This training was conducted under the project '**Reduction of economic discrimination and workplace violence in Indian export-oriented garment factories**' with support by the European Delegation to India. The implementing partner of Fair Wear Foundation was SAVE in Tirupur.

1. Training Overview

Number of Participants:

Women workers of seven factories supplying to Takko participated in the training. Thirteen women workers enrolled for the training out of which twelve women graduated.

Ten male line supervisors and one female line supervisor from these factories enrolled in the training out of which seven supervisors completed the trainings. The most common reason for drop outs among supervisors was peak production time. Their management was not inclined to let the supervisors go for the training because of the demands from shop floor. While women workers left because of a big Indian festival in November and it is a common practice that workers get their annual bonus just before this festival and go to their native place for long duration. Upon return they may or may not join the same factory. Some women workers also get married off during that period.

S.no	FACTORY NAME	TOTAL WORKERS		FEMALE WORKERS SENT FOR TRAINING	FEMALE WORKERS COMPLETED THE TRAINING	TOTAL SUPERVISORS		SUPERVISORS SENT FOR TRAINING NON-TECHNICAL		SUPERVISORS COMPLETED THE TRAINING	
		Male	Female			Male	Female	Male	Female	Male	Female
1	Factory 1	78	37	2	1	4	2	2	0	0	0
2	Factory 2	70	32	2	2	3	2	1	0	1	0
3	Factory 3	15	23	2	2	2	2	0	0	0	0
4	Factory 4	93	30	2	2	3	1	2	0	1	0
5	Factory 5	75	179	3	3	8	3	2	0	2	0
6	Factory 6	135	34	2	2	8	6	3	0	2	0
7	Factory 7	80	44	0	0	2	1	0	1	0	1
	TOTAL			13	12	30	17	10	1	6	1

Training Period:

The training took place from September to November 2016.

Women workers were trained in technical skills for five consecutive days and thereafter received training on non-technical skills through 5 full day sessions which took place every second week.

Training for the line supervisors was held for three consecutive full days and one day session every 15 days for three months. In both the cases,

The training was held in Tamil, the local language of that region.

Review of Curriculum:

Based on training experience in 2015, FWF's partner organizations SAVE and Cividep revisited the general curriculum in May 2016 to see the need to include or delete few contents and check the flow of the training.

Training Assessment, Documentation and Recap Session:

After every training session a test (training assessment) was conducted. The feedback helped in modifying the subsequent sessions, giving more inputs on some topics and (partly) repeating sessions wherever required. For each session a person was assigned to document the training process, its gaps and gaps in the participants' learning. Before each session, the trainees had to recall their learning through a recap session.

Training Content:

Women were trained on technical and non-technical topics whereas supervisors were trained on non-technical skills. Trainings were imparted by experts from the industry and by FWF's partner SAVE. All trainers had received initial training on the programme in 2015.

Technical Sessions	Non-technical Sessions
Lean	Human Resource Management
TAKT	Managing and Team Building skills
5S	Occupational Health and Safety
Costing	Law and Compliance
Line balancing	Workplace democracy
Time and method study	Disciplinary practices
Quality	Basic Mathematics

2. Training of Women Workers

2.1 Technical Training

Thirteen women workers from seven factories supplying to Takko participated in the technical training. The entire batch, which included workers from other factories supplying other FWF member brands as well, was divided into three groups for the introduction. It was made sure that each group consisted of members from different factories to facilitate exchange of experiences and knowledge.

After the introduction the trainer detailed about the concept of 5S, why it is important, what are its uses, role of supervisors in implementing & the challenges. Other topics like Lean and Takt, SAM, Pitch Time, Time and Motion Study etc were also covered in the next four days. Various examples were cited from the happenings of the shop floor at the factory level which was easy for the participants to understand. The same analogy was used in their day to day household kitchen activities. The training included power point presentation, movies on various techniques, games, activity oriented learning and practical calculations.

2.1a Participants' Learning- Technical

Women workers understood the concepts of 5S, SAM, Pitch Time, Line Balancing and Bottle Necks. So far they were being directed to keep things in place or stick to the time, but before they never understood the manner in which it affects their work. Since the sessions were activity based everyone enjoyed it, although sometimes it was difficult to relate games to the concepts being taught.

Some of the feedbacks received from technical session were:

1. We need to be alert in our work and swift in our action
2. Through coordinated work we can reduce rejection
3. Team work is crucial in our industry
4. Every work should be planned in advance, then the execution is well

At the end of each day, a re-cap of the day was given and questions were asked about the key learning from that day's training. Participants kept taking notes wherever they felt the need to remember and implement their lessons.

Trainers' Observations:

Workers were very interested in the topic of costing and all groups made a profit in an exercise on costing. Comparison of kitchen activity to shop floor through the learning was very impressive and unforgettable. The statistical quality control method which was before being followed blindly by workers was better understood with this learning. Production calculation was a new subject for the participants even though they were involved in the matter on a daily basis without proper knowledge & how it influences planning.

2.2. Non-Technical Training

Training on Fundamentals of Civics, Rights and Pay slips:

Just as citizens are entitled to fundamental rights, workers are entitled to rights at work place. Government of India and Indian State governments have developed laws for realizing these rights. A brief description of various provisions under factories Act and other laws related to the industry was shared. The eight code of labour practices of Fair Wear Foundation were also elaborated to the participants. Later, information about garment supply chain was given. This enabled the workers to appreciate the importance of their work. Before, they had no concept of supply chains.

A discussion on roles and responsibilities of the factory manager, line in-charge, supervisor and workers was conducted. The conclusion was that all staff and workers are equally important, so the role of the workers should not be underestimated.



Workers stated that fulfillment of needs such as materials, accessories, machines, good work place, right amount of time, decent wages, safety at work place etc. motivate them to work efficiently. However they were unable to recognize that these are their rights. Work place rights namely right to fair working conditions, wages/protection of wages, protection against discrimination, prohibition of child labour, social

security, redressal of grievances, prevention of harassments and sexual violence, organize and form trade unions, involve in collective bargaining and participation in management were explained.

Labour laws that protect the rights of workers and which safeguard the workers' and the employer's interests were explained.



The following day focused on pay-slips and wage computation. Through an exercise, the participants were made to understand the components of 'Earnings' and 'Deductions'. They could recognize bonus and gratuity components.

Details of minimum wages fixed by the State Government and a few tripartite wage agreements were screened to the participants. To help them to recognize and remember the pay slip components, the participants were facilitated to develop their own pay slips. The trainer later explained the concept of living wage and the components that are

considered while calculating living wage. To conclude the session on wage the trainer explained the difference between minimum wage and living wage.

"We came to know of different laws that are meant for workers. We were unaware of it thus far. "

"When workers come together they can achieve great things by engaging with the management. It is not meant to disrupt work"

Training on Harassment and Abuse:

The session on harassment, abuse and types of abuse included their definitions and the participants were trained to identify harassment and abuse including sexual harassment at work place. Focus group discussions on impact of sexual harassment and dealing with sexual harassment and its consequences were conducted.

Training on Workplace Democracy:

The session began with a question: "What are the democratic rights enjoyed by Indian citizens?" Voting and freedom of speech, writing and expression of thoughts were some of the democratic rights stated by the trainees. The trainer explained how disputes arise when needs are not met. These disputes can be resolved through the grievance mechanisms available in the factory. Democratic entities such as workers committees, internal complaint committees (ICC) or trade unions are important for dispute resolution.



The process of registration and functions of a trade union was explained and the trainees were informed that trade unions can help workers resolve issues affecting either an individual worker or a group of workers.

Training on Disciplinary Practices at Work Place:

Workers stated that coming to work on time, completing the tasks on time etc. were expected from workers. If not adhered to, the factory management may take action against workers which are disciplinary practices.

It was explained that disciplinary practices at work place are the means by which certain behaviors are corrected and adherence to established factory rules are ensured. They are needed to create a productive and safe environment to work at the factory. However, disciplinary practices should always be within the law otherwise it would tantamount to being illegal practice. An example of firing worker for misconduct without having an internal inquiry was given where the management's action would be illegal if there was no domestic inquiry conducted to establish the misconduct and the accused does not get a chance to explain his action.

Training on Managing and Building a Team:

The trainer explained the participants the importance of soft skills and how it is necessary for a supervisor to make his or her team work more effectively. Through a game, the trainees were asked to analyze the roles performed by the group members. Some members were dominating, some were working by convincing others and some let their team members to do whatever they like. The three styles of leadership namely autocratic, democratic and hands-off were explained. The workers were able to identify the styles exhibited by them in the game. During the discussion the positive and negative sides of each style of leadership were discussed with the participants.

As part of this session a lot of stress was given on communication. Different elements of communication were detailed to the participants through exercise. Participants were explained how a communication, of not understood in the right sense can lead to gross misunderstanding. Communication also defines the approach of leadership that a manager or supervisor is taking.

This was the first time that I realized there are so many aspects to consider while communicating.

I never looked into the eyes of the person whom I am talking to especially when the other person is a male. I have learnt that this is not a proper way of communicating.

Training on Stress and its Management:

The training began with an exercise where the workers had to share few stressful situations experienced by them. The list is captured in the table below.

At Family	At Work Place	Personal level
<ul style="list-style-type: none"> • Husband's abuse • Insufficient income to cater to basic needs • Not allowing me to visit my parent's house • Abusive mother-in-law • Mother's verbal abuse • Alcoholic father and husband • Regular house hold 	<ul style="list-style-type: none"> • If any mistakes commit in garments • Verbal abuse by supervisors • If I produce target excessively, other colleagues scold us • Without reason scolding • Using hard word to scold 	<ul style="list-style-type: none"> • Dropped out schooling in plus two. Unable to continue college education • My brother does not speak to me • I have fallen love with wrong person, married, tried for suicide, now separated

work • Child not concentrating on studies • Cheating family members • Away from the child • Fight amidst parents During festival, away from home and parents	• Approaches of my colleagues • Unable to reach factory on time • Frequent change of work • Seeing or hearing abuses of others •	
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In this as well as other sessions of the training, worker learned how they can better deal with (work place related) stressful situation. If workers are abused or witness abuse of colleagues, they can make use of grievance mechanisms to resolve the situation. The trainer added that during stressful situations it is better for workers to share it with a friend and in acute situations they should also consider seeing a doctor. To deal with stress at the domestic level the trainers shared a list of few organizations which can help workers in addressing the issue at home and provide help to the victims of domestic abuse. It was explained that more sources must be included to tackle stress. A discussion on impact of stress helped in knowing that prolonged stress can lead to heart attacks, high blood pressure, fatigue and .

Training on Health and Safety:

The trainees received a small introduction on health and illness in day today life. Facilitator asked the group about the four most common health issues that workers face. The responses were weakness, headache, stomach ache and menstrual cramps.

The trainer then explained about food & nutrition, safe drinking water and personal hygiene. If these things are not taken care of it can adversely affect our physical and mental health. Mental health is equally important because it affects one's thoughts and mood. Instances of substance abuse, bullying and harassment, and family and social pressures can have an impact on one's mental health.

Further the trainer explained that work-related accidents or diseases and can have many serious direct and indirect effects on the lives of workers and their families. For workers some of the direct costs of an injury or illness are:

- the pain and suffering of the injury or illness;
- the loss of income;
- the possible loss of a job;
- health-care costs.

Safety at Work Place:

The session on safety began with a discussion about common workplace accidents in the garment industry. An overview of the working conditions in the garment industry and the safety issues associated with them was explained. Workplace conditions such as noise, poor lighting, heat and poor furniture and their impact on health were explained in detail.

Photos such as a tailor sitting on a hard stool without back rest, a cutter cutting clothes without gloves, a person ironing clothes in a room without ventilation were shown and the participants were asked to explain the problem. The participants identified the problems and suggested corrective measures. Photographs depicting correct postures and proper facilities were shown to demonstrate safe working conditions.

I realized the accidents can be easily avoided when we are conscious on the safety guards.

2.2a Participants Learning- Non Technical

All participants seemed to enjoy the session with activities and stories. Sharing of personal experiences at work brought the trainees very close despite all of them being from different factories. One worker said, “*I thought being controlling is the only characteristics of a supervisor, but during the training I came to know there are more facets to that role apart from being strict*”. Participants unanimously said that they will share the learning from health and safety session with their co-workers as well.

Some of the quotes from other training sessions are:

The task given to us during team work was quite difficult, but we were not afraid to perform. Each of us encouraged other team members to do well.

Our factory has an ICC but no one goes to this committee with their complaint. Since I know the importance of this committee, now I will encourage my co-workers and friends to use this committee in case they feel they are harassed.

Harassment affects the productivity, family life and economic participation in the family.

So far I always wondered why do we have audits in our factory; all staff and managers get nervous because of it. I am now clear about the purpose of audit.

2.3 Trainers’ Observations:

Games like arranging and picking up cards (of pay-slip components) enabled workers to be active and aided retention of learning. Worker’s responses during the post training assessment revealed that the workers had understood most of the basic laws and rules.

Almost half of the workers were aware that grievance mechanisms such as ICCs should be in their factories in accordance with the laws. They had an Internal Complaints Committee in their factories which met regularly. The participants understood about the legal provisions of ICC in India. They were able to identify types of harassments.

3. Sessions on Basic Mathematics for Women Workers:

A supervisor has to report about production of each line on hourly basis, rejects, workers attendance and overtime work, workers incentives etc. In addition



the supervisor should know to calculate lean time, takt time, pitch time etc. All these will help her/him to coordinate with workers, arrange the assembly line etc. so that the production targets are achieved. Hence, the training curriculum for women workers included sessions on basic mathematics.

A session on basic mathematics was conducted before each technical and non-technical session. Participants were given individual exercise sheets to perform arithmetic operations like addition, subtraction, multiplication, fraction and decimals. The operations were taught using single and multiple digits. Usage of calculator was also taught.

4. Training of Line Supervisors

Line Supervisors were trained on non-technical topics. The same training content and methods as for the women workers were employed.

Some of the feedbacks from line supervisors who attended the training are:

I can now explain to any worker if they have questions regarding their payment. The main point is if they are not regular at their work then their payment gets affected.

Since most of the workers are paid on a weekly basis I was confused about the deductions for Provident Fund and Employee State Insurance. It's all clear now.

I got to know that communication plays a key role in our work. If, what we say is not understood well by the workers then it will definitely hamper work and may have an adverse effect on our work relationship.

I learnt to be patient with workers and be approachable to them so that they can come to us without fear.



Participants' Learning (Line Supervisors):

There was an increased realization that workers should not be treated badly and communication with them should be clear and effective. The supervisors resolved to be attentive to workers, communicate well with them, manage their anger, understand workers' problems, develop self-confidence, build confidence of workers, appreciate and encourage workers and develop a cooperative mindset. They resolved not to be abusive and take action against sexual harassment.



A key learning for line supervisors was that safety measures must not be compromised. Some of the measures were new to them. Aspects about health in such great detail were hitherto not known. The connection between good nutrition and health was understood. They had heard about STI/HIV/AIDS,

but not in such great depth. They realized the importance of keeping themselves away from STI and HIV infection.

Trainers Observations during training of line supervisors:

The participants initially had poor listening skills. In the subsequent sessions, this was rectified by including more activities to keep them interested. Supervisors picked up the skills required for maintaining healthy relationships with workers, managing self and the factory's human resources and managing and building a team. They resolved to use the learning at work place, home and in personal life.

Democracy at workplace was an alien topic for most of the supervisors. During the training they learned about taking leadership, involving workers in decision making, encouraging others etc. They also understood the direct relation between work situation and stress. It was found that many supervisors were themselves affected by stress.

5. Assessment and Valedictory

A formal assessment was conducted for the workers and the line supervisors on 8th and 9th November 2016. The aim was to assess their learning and felicitate successful candidates. Before the test, a recap session of two hours covering all the training topics was conducted by a lead trainer. Questions from participants were also cleared. All participating workers and supervisors scored at least 50% in the assessment test. Workers found Mathematics and stress management very difficult to comprehend (most of the words under stress management were similar but had different meanings). Under technical session workers found it hard to calculate Takt and Pitch time. Not surprisingly workers understood the payslip and social welfare schemes very well. They could easily do all the calculations. Waste Management from the Technical Session was most easily understood by the trainees.

The valedictory programme was conducted to felicitate trainees from three batches and distribute certificates to the graduating participants. It was conducted on 29th November 2016 in Tirupur. The President of Tirpur Exporters Association (TEA) Mr. Raja M. Shanmugam, the Vice President of TEA and head of Armstrong Group Mr. E. Palanisamy were the guest of honor for the event. Both the guests stressed on the need to have skilled work force and encouraged women to learn the skills and take up jobs with higher responsibilities. Mr. Palainsamy commented that FWF and it's partners are the first ones to impart such skills to women garment workers.



Mr.A.Aloysius, Managing Director, SAVE, in his address conveyed that women workers should learn both, technical and non-technical knowledge to compete with men. He encouraged equal participation of men and women in the industry and congratulated all the trainees for active participation in entire duration of the courses”.

Mrs. Lisa Suess (Fair Wear Foundation), Mr. Murugesan (Takko) and Ms. Elina Brinkberg (Nudie Jeans) also congratulated the workers who were graduating that day.

FWF Country Representative was informed by Takko regional office in early 2017 that eight out of total of 26 women who have been trained in 2015 and 2016 were promoted to supervisory role and each of them (except one) had a monthly wage rise of around 15% to 44%. Factory managements were very pleased with their performance of the new women supervisors. They appreciated the training and remarked that this training, besides being useful for the workers, has also improved their factory atmosphere after new (women) supervisors took charge.