

# In-depth study and critical analysis of the HRD and training aspect with regards to the Garment Industry of Rajasthan

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## 1. Abstract

Every industry needs to have well trained and experienced people to perform the activities that have to be done. If current or potential occupants can meet these requirements, training is not important. On the other hand, if this is not the case, it is necessary to raise the skill levels and increase the versatility and adoptability. Moreover, people are the internal assets of an industry and training presents a prime opportunity to expand the knowledge base so that they can relate those training with their workplace and give their best performance achieving industry goals. Knowledge and skills development is vital to the health of industry. We live in an information age today and industry are routinely valued not just on their physical but on their intellectual capital. Training is one of the chief methods of maintaining and improving intellectual capital, so the quality of industry training affects its value. Untrained or poorly trained people cost significantly more to support than well-trained people do. Training affects people retention and is valuable commodities that if viewed as an investment rather than as an expense, it can produce high returns. People also miss out on work time while attending training sessions, which may delay the completion of projects. Considering certain drawbacks, training and development still provides both the industry as a whole and the individuals with benefits that make the cost and time a worthwhile investment.

This paper is based on the training aspects of garment industry and explains the overall HR practices, such as recruitment and selection, training and development, performance management, staffing etc. It also mentions how

the industry is developing strategic human resource practices along with their business strategies. Additionally, it provides the outcomes of evolving role of strategic HR instead of traditional HR practices.

**Keywords :** Human resource, Training and Development, Garment Industry

## 2. Introduction

The garments industry has played a pioneering role in the development of industrial sector of Rajasthan. However it took a late start but it soon established its reputation in the world market within a short span of time. Resultantly garment is now one of the main export items of the state. Besides, enriching the country's economy it has played a very important role in alleviating unemployment.

Rajasthan derives its name from "Rajah" and "Sthana", which literally means home of Kings. It is situated in the Northwest part of India and has a total area of 0.342 Sq. Kms, making it geographically the largest state in the country. The economy of Rajasthan is significantly dependent on agriculture. But its great news for the state that readymade garments (RMG) sector has risen as the biggest earner of foreign currency. This sector creates millions of employment opportunities and contributes significantly to the GDP. Readymade garments (RMG) of Rajasthan are powered by young urbanizing workers.

Rajasthan garment industry aims at manufacturing top quality readymade garments by practicing advanced technology in production processes to attain superior client satisfaction and maintain excellence. In addition the industry vision is to

become a leader as a dependable and trend setter supplier in global fashion business by strictly following the latest fashion trends and industry needs. Industry offers world class products using advanced technologies and always adhering to on preset scheduled deliveries.

Industry values are built on superior customer satisfaction principles that they strive to achieve every day by maintaining the fashion sensibility, service quality, corporate dignity and reliability, legal, ethical, social and environmental responsibility, personal sincerity and latest technology.

Over a period of years, the garments export sector has grown into billions and employees millions of people. The industry has boosted the overall economic growth of the country and raised the viability of other export-oriented sectors. The industry attains and maintains their reputable, quality business by:

- Strictly complying with client's guidelines and requirements.
- Taking advantages of the latest technologies.
- Emphasizing on preventions as well as inspection.
- Always working with Total Quality Management principles.
- Never missing the delivery schedules.
- Continuously improving safety levels of products and working environments.
- Having in-house professional quality management team comprised of Quality Manager, Quality Assurance and Quality Inspectors.
- Putting research and development activities into the core of the business.
- Always trying to think from clients point of view.

## **2.1. Code of Conduct of Garment Industry of Rajasthan**

Garment industry of Rajasthan is committed to following a set of core values and the guiding principles. As an industry, it ensures safe, efficient and harmonious operations and fully informs all firms of their responsibilities. For this, industry has established certain standards as code of conduct for the guidance of all firms. The standard code outlines how industry expects its people to treat its valued customers, suppliers and markets, fellow employees, shareholders, and the communities in which they work and live. Any violation of such acts or omissions will constitute misconduct and lead to disciplinary actions.

## **2.2 Product/service offering**

The industry always tries to provide the perfect combination of top quality products with value added service and is proud of its international reputation as top quality products and customer-focused value-added service provider for more than decades. It is itself a very much committed to their clients and customers, the industry always keep on striving hard to add value to the products and services they provide. That's why their reputation was entirely based on the reliability and customer satisfaction which has always been the foundation for their growth.

## **2.3 Operational Network**

Appropriate operational structure, job positions and defined role are required to ensure continuity of the expanding business and for well-balanced business operations. Analytical review and approval by the Managing Director(s)/Director or the Management Committee, as appropriate, concludes the process for establishing such positions in various departments and functions under the garment industry. The Procedures that Rajasthan garment industry follows for their operational network are as follows-

2.3.a. Review, re-evaluation and re-assessment of existing manpower resources is conducted while

formulating annual budget, in relation to employee's job specifications, job requirements and compensation levels.

2.3.b. If Vacancy arising as a result of employee separation for whatever reasons, unless the position is abolished, are approved by the department or functional Head, as the case may be.

2.3.c. Employee requisition is initiated through the existing Oracle Enterprise Resource Planning by the concerned department head either because of vacancy created due to separation or, creation of a new position. Prior to initiating requisition, the concerned department head critically reviews the Job Description to confirm the followings:

- o Is it up-to-date?
- o Have duties and responsibilities changed significantly since the description.
- o Does the nature of the job require any change because of changed environment, business conditions or different demands?

2.4.d On confirmation, the department head informs the HR Department, who will make certain that the description accurately describes the job, it is updated and finalized for the incumbent to take on.

2.5.e. HR Department will ensure that all positions are approved by the Managing Director/Directors or the Management Committee.

2.6.f Before a new position is approved, the Job Description is prepared by the head of the concerned department in consultation with the head of HR to evaluate the position for proper grading and compensation purposes.

2.7.g. All key positions are re-evaluated on regular intervals.

**3. Objectives-** The research paper focused on the following objectives-

- To evaluate the overall training and development practices of Rajasthan garment industry.
- To analyze the strategic human resource management practices of a Rajasthan garment industry and also to distinguish between SHRM and traditional HRM.
- To know the different training methods of garment industry of Rajasthan
- To know the design of the training program of the industry.
- To find out the challenges that could be resolved with training.
- To know the improvements that Rajasthan garment industry can take delivering their training program.
- To know the evaluation process of training.
- To find out the training session and practices that garment industry follows avoiding sexual harassment.
- To find out the improvements in the industry that can address in terms of time management, technical skills & business communication skills.

#### **4. Methodology**

After period of months and long hard labor, it has become possible for the researcher to make the paper comprehensive and factual. The primary data is collected through the interview process followed by the Purposeful Random Sampling, while secondary data has been collected from the books and various internet sources.

**4.1. Research design:** Descriptive

**4.2. Data Collection Source:** Primary and Secondary data

**4.3 Research Type:** Interview

**4.4 Research Instrument:** Questionnaire

**4.5 Sampling Unit:** Managerial

**4.6 Group Sampling Size:** 04  
**4.7. Sampling method:** Purposeful Random Sampling

### 5.DataAnalysis

Garment industry of Rajasthan is one of those industries who implement effective human resource practice to guarantee the development, which also paves the way for a long term success owing to precise employee participation perfectly. Industry strongly believes that long-term success depends on the competitive edge that builds in for its people. Dealing with the challenges of the future will require focus, the resilience to handle rapid change, and finding innovative solutions through its people. HR Policy essentially sets the standard rules and guidelines according to the industries principles, mission and vision. This is a framework that sets out the way that things are done in an industry; thereby this policy manual sets the standards which have arisen from the best practice. The industry enables employees to perform better and strongly believes that superior appraise performance can provide a sustainable competitive advantage. It recognizes that the ongoing development and the existence of a skilled, flexible workforce are critical to the industry success in an increasingly competitive global economy. Thus, industry performance management process enables appraisers to meet specific development objectives by linking the training and development to performance objectives, prioritizing the training and development events in terms of business imperatives, and assessing the main contribution made by training and development by the appraiser and the appraisee.

All training and development is targeted towards continual performance improvement by the individual, the team, the company and the industry as a whole and the industry follow different types of training methods such as cognitive approach, behavioral approach, on the

job training and off the job training. It follows mostly behavioral approach for their employees. Garment industry of Rajasthan follows certain steps in training & development process such as Induction, Core Programs Tertiary programs and Technical Training.

After that, employees faces some of the barriers like they are too much busy at work, lack of employer support, inconvenient time/location or lack of confidence in their own abilities while participating in training program. Further the industry faces some of the challenges like leadership, time management as well as business communication that could be resolved with training. Industry could choose three priority topics for employee training & development that would be leadership, negotiation power and management inefficiency and to achieve industry goals, the industry is optimally managing the performance of all its employees with its vision to become a leader as an expendable and trendsetter supplier of ready-made goods in the global fashion industry. The industry is constantly working towards superior customer satisfaction and this is deeply rooted in its team performance. Therefore, the industry needs to adhere to smart ways of recognizing specific contributions that add exceptional value. Rewarding its people for a job well done is taken very seriously and efficiently. Similarly, it also confronts performance that does not meet the required standard and correct the situation. Thus, performance management is the means to get alignment of personal goals with industry strategy, providing feedback for performance improvement and helping identify and explore the potentials is also taken into consideration. Lastly, the industry follows varied types of training session and practices for avoiding sexual harassment of employees like getting high level management support, encouraging appropriate conduct by managers, write & implement sexual harassment policy and providing training on sexual harassment. Industry has a through training process in place. After bringing in the

right talent, the training process helps them in growing as leaders. Much of the training are is on the job. The HR facilitates different training programs for the employees. Once employees are trained then evaluation process is triggered to ensure the effectiveness of training. The training process of the industry is basically centered on developing the employees as future leaders.

**6. Findings**

**6.1 Investment Perspective of HRM:**

SWOT analysis tool for strategic planning which examines the strengths, weaknesses, opportunities and threats. Human resource departments of Rajasthan garment industry use it to measure performance and set future their goals. The HR department also considers SWOT analysis with other planning tools to develop action steps that support the HR strategy and the company’s mission.

<p><b>Strength:</b></p> <p>Quality of the products. Never miss their delivery schedule. Concern about the safety and environment issue.</p>	<p><b>Opportunities:</b></p> <p>Updated technology. In-house professional quality management team comprised of Quality Manager.</p>
<p><b>Weakness :</b></p> <p>Workers seeing the other states garments worker, now often put a demand to increase their wages and this hampers production.</p>	<p><b>Threats :</b></p> <p>Lot of competition.</p>

**SWOT Analysis of the Industry**

**6.2. Strategic Management:**

Garment industry of Rajasthan perfectly combines strength and expertise in garment

manufacturing services, industry is proud of their international reputation as top quality products and customer-focused value-added service provider for more than two decades. By being committed, they always keep on striving hard to add value to the products and services provided for their customers. That is why their reputation was entirely based on the reliability and clients satisfaction which has always been the foundation for their growth. The industry always follows existing product in existing market but they maintain high quality of products, they always try that their product will be best in the existing market and believe in high quality products and services. They have thousands of employees working and are providing training and other sorts of facilities to the existing employees. Besides to retain the existing employees who are more beneficiaries for the industry, they are paying a higher compensation to the employees so that they become satisfied and be committed. Industry never takes excess of order which cannot be completed in time. Even if there is huge order demand, they only choose the amount of order that can be supplied.

**6.3. Corporate Strategies:**

Rajasthan garment industry is a leading manufacturer and is producing wide range of top quality ethnic wears including traditional Kurtis, Duppatta etc. and currently fall under growth strategy. Day by day the industry is expanding their business in foreign countries, increasing their distribution network and is well known for their quality. Their economy of scale is also enhancing and for this reason they are expanding their market in various countries. The industry is continuously developing new product and services in existing market. Industry growth stage is enhancing rapidly.

**6.4. Differentiation:**

Industry focuses on differentiating of products and they do not maintain cost leadership because they have maintained the quality of product. When they supply the product they have

knowledge about the fashion trends of generations and then they produce the product in this sense. It aims to develop market unique products for different customer segments and has clear competitive advantages. It wants to deliver excellence product which make them different from others and they may charge a premium for its product or service. The industry does so with confidence because of a highly developed and strong identity. The industry can readily pass along higher supplier costs to its clients because of the lack of substitute or alternative products in the market.

### **6.5. Evolving Role of HRM**

Every industry has to follow some roles either they can be traditional or strategic. Usually garment industry of Rajasthan following traditional HR focusing more on their employee relation. On the other hand, industry following strategic HR focus on the partnerships with internal and external customers. Through the interview taken from the HR manager, results infer that the industry is actually focuses more on their relation with the clients. As they are always trying to meet the demand as quickly as possible so they have to focus in client relationships and they are doing it so. However, in case of key investments, industry is focusing on their capital and products which is a part of traditional HR system. They focus more on their capital and products because their intention is to meet the clients need and demand.

Last but not least, it has to be mentioned that the industry is continuing their activities fully focusing on client requirements and also they are trying to think through customer's point of view. For this reason they are following total quality management principles and strategic HR role to cope with the rapid changes among the situations.

### **6.6. Human Resource Planning**

Like the other industry, human resource planning in the garment industry also plays an eminent

role. The process of HRP helps in matching anticipated human resource demand with its anticipated supply, along with explicit consideration of the skills mix that will be necessary throughout the industry. Human resource planning helps to forecast the manpower requirements, provide the manpower for different department of the industry and for this they do not follow any formal method to determine their employee demand but they select the number by the requirements of line managers/supervisors/department heads. Industry always maintains a shortage of employees, and do not prefer the surplus.

### **6.7. Identification of training objectives:**

As a garment industry, they have to cope with and adopt all the new advancement and rapid changes in the technology, demand patterns, customer tastes and competitors' threats and their employees also need to learn all about them, the terms, new discoveries, etc which improve their skills and knowledge, and all these are done by providing needed training to the employees. So to improve their skill and broaden their knowledge, the HRD of industry is working restlessly on the continuous training, development and well-being of its members. Both in- house and outside organization training of employee's takes part and it's the ongoing process. It's actually about to set a goal for the training program. But as industry which has been providing training for about so many years now, they have pretty much pre-established objectives and measures for each of their programs that for which purpose which training is appropriate and they are going to achieve their objectives and how they are going to determine the results. The industry Human Resource Department is responsible for the training and development program. The training plan for an employee is developed and initiated by his/her immediate superior. At the beginning of the year superiors develop plans for their subordinates that what trainings are necessary immediately and what trainings can be given later and then they pass their decision to the HR.

Finally, after getting the requirements, the department goes for the necessary steps.

### **6.8. Levels of need assessment:**

Today Rajasthan garment industry is one of the biggest and the most reliable apparel manufacturer providing high quality garments to the leading fashion brands and international markets. The company conducts TNA semi-annually which means after every six months of the year. So, it thoroughly goes out the three steps of the need assessment so that it can maintain up its quality in the international market. The need assessment is done to check whether the employees need the training or not. In the need assessment there are three steps which make the design and delivery of training near about perfect and the mistakes or bad outcomes from the training reduces a lot, which on the other hand saves a lot of cost of the industry. Three steps of need assessment consist of, Industry analysis, Task analysis and Individual analysis.

In industry level, the industry prefers the most suitable training which is related with the industry ultimate motive. For example, the main motive is to maximize the industry labor productivity and that is why workers are trained on how to increase the number of output by reducing the number of inputs.

In task level, there is focus specifically on which skills are demanded by the workers for performing the particular jobs. It also takes care that how much involvement is there of the worker of making mistakes in the work. According to that, it designs the training program by the help of other experts both national and international so that the employees do not make those mistakes while performing their assigned jobs. The industry thinks about the direct feedback of the job to the employees in example, learning setting is the actual job setting or not.

In individual level, industry emphasizes on the learning style of the workers because what is

good to someone may not be preferable to the other. Everyone cannot go maintaining the same pace. Due to this they divide the group of workers into categories and provide training styles according to the category needs. It is costly and simultaneously time consuming but the outcome is larger enough compared to the average cost.

### **6.9. Designing and delivering training materials:**

Training materials are designed according to the needs of the employee deficiency. Industry mostly provides on the job training like, apprenticeship, job rotation, and job instructions. New employees are basically provided with the job instructions while performing the particular job. It is basically done by the senior worker to the juniors. It is almost like the apprenticeship training. Workers learn the activities from the mentors or seniors. Here, the industry gets another benefit because the relation between the senior and junior employees become close enough which makes the work place suitable for everyone.

Training room along with the training schedules is organized. A certain amount of budget is also fixed which are invested on the workers to make them appropriate for the required tasks. The budget is around 35 to 40 percent of the company retained earnings. On the other hand, job rotation is done where workers inter-change their departments. For example, workers of cutting department shifted to the stitching one and vice versa. This makes them more perfect and the garments remain flexible so that they can adopt with the changing dynamics of the competition.

Beside the training program, workshops and seminars are arranged for the workers of the garments which motivate them thinking critically, innovative and mostly it helps to increase the level of their commitment. The more the workers will be motivated the more the labor productivity

will go up. For the seminars big expertise both national and international is invited by industry. Overall, the industry does not negotiate with the proper training of their employees.

#### 6.10. Process of training evaluation:

Workers performances are recorded in this industry which give a clear idea at a glance that who needs training to improve or who are performing the best. As discussed earlier that the industry provides workshops and seminars to every employees who requires it. After providing the training for a specific period of time, then managers check out their performances again. It is done to evaluate whether the training was successful or not, the evaluation done through observation and interview, as producing the clothes is something very physical and therefore the industry prefers mostly for the direct observation. The managers while evaluating look at some of the vital points like, is the new unit better because of training, do trainees implementing skill learned while at the job, was the training beneficial and how the trainees reacts about the overall training program.

Thereafter, the evaluated performances are recorded again so to update the previous performance data. With analyzing of performance, it is checked that whether the training program really improved the performances. If the results are positive then it is continued for the upcoming groups. Whereas if the results doesn't shows positive change, then the whole program is restructured.

#### 6.11. Integration of training outcomes with other HR practices:

Training outcomes integrate with the other HR practices in the industry and they are:

- Training helps achieving industry goals every year.

- Delight employees with unexpected things i.e. rewards. It is mainly to motivate the workers.
- Recognizes employee talents by public appreciation i.e. colleagues.
- Highlighting the best performers and making them visible so that the others put their best and the environment becomes pure competitive.
- Systematic knowledge sharing that supports the strategy.
- Bonus and performance are inter-linked as it increases the motivation, productivity and the competition.

#### 6.12. Performance Management System



Performance management system is designed to manage employee's performance. It is a review for each employee that identifies the strengths and weaknesses. Performance appraisal is a subset of performance management system. Performance appraisal is simply a process with the help of which a manager evaluates and examines an

employee's behavior by comparing it with the standard or performance of others. Every successful industry has to evaluate their performance to find out industrial progress. This evaluation process varies from industry to industry. And the Rajasthan garment industry does this in both manual and digital way.

Rajasthan garment industry has its own style to assess and manage performance. Its performance management is directly related with training program and they first examine the performance and on the basis of that they decide whether training is needed or not. After providing training to weaker employees the industry again does the performance appraisal to find out if training was effective or not. Finally then the industry determine the salary contingent on performance.

Even though appraisal is done semiannually, industry keeps on updating their performance appraisal form every day. Industry never compares one employee's performance with others and has a pre settled standard according to which they compare the performance. This is the general process of performance management system. Reasons behind using performance management system in this industry:

- To find out what kind of training is needed for individual employee.
- By updating the performance management form to adjust compensation.
- In garments, supervisor watches over the employees which makes them perform better
- Industry believes if the leader is not cooperative, subordinates will not give their best. That is why they industry take their opinion in performance management system.
- Supervisor knows his employees, their

nature, skill very well. So the main responsibility of updating the performance document is given to him and he decides which employee needs training, after training their changes in performance etc.

### **7. Perceptual errors of evaluation:**

After the interview, there arise some problems in evaluation of employees. Like, if supervisor is biased to any employee, he will always be benefitted and the others may have to suffer for that.

Moreover, it's really hard for one supervisor to look over so many employees and evaluate their performance. It will take long time as well as mistakes may arise. Even while doing self-assessment one can be unethical and give all the answer in favour. Another perceptual error is that the industry evaluates the garment worker manually which makes the process very lengthy. Lastly halo-effect do influence the decision.

### **8. Conclusion:**

The research paper provides with the wider understanding and how the industry actually operates in reality. The paper enriched the knowledge in regards how this industry operates and how the industry manages to gain its position in all these years. Rajasthan garment industry has earned the reputation of a leading garments manufacturing company. It has access to foreign market and is gaining a global market penetration through its quality of product. One of the strongest factor of this industry is that it focus highly on quality management and not only that but it is also up to date. The industry uses the latest technologies on requirement which is very good. Overall, the industry is in a stable position, its market hold is also very strong; the business is in growth stage. In conclusion, the industry has a long way ahead and with the vast knowledge of their HR professionals. The industry is capable of

maintaining their diverse set of workers properly with right managerial skills with maintaining the standard they set. Soon we can see that the industry will be taking a shift from growth stage to the maturity stage.

### **9.Recommendations-**

In strategic management the industry only focus on quality and services and not focus on cost. In competitive advantages the industry should attain cost also. Without knowing about the best practice model the industry is following all the elements but not simultaneously and if the industry will be familiar to this, the model could be used more precisely. Industry should focus more on following all the elements of best practice equally as it has opportunity to use every bit of it. Through the analysis it is inferred that the industry practice all the components but team work gets least priority among all. Team work will bring more success than individual work and it can maintain team under each department and all members can be divided to team on basis of skill, job, age, qualifications etc.

The industry uses overtime but doesn't hire temporary employees at all and this can be a pressure to employees in long run. Moreover the industry should maintain the updated mentors for the immediate upcoming batch so that the ideas and techniques are also updated and latest. The industry should think about the factors that create barriers when it comes to participating in training program from the employee part. Lastly as training & development is an important part for the industry and employees and garment industry of Rajasthan should pinpoint the important parameters in terms of selecting the trainer.

### **10.Limitations**

One of the major limitations was gathering information. As there are some confidential matters that a managers might not want to disclose, therefore had to work with the limited

information gathered. To add more, HR is not widely participative which made it a bit difficult to gather all the necessary information.

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## Appendix-

### Survey questions regarding Training & Development in Garment Industry

1. What are the different training methods garment industry of Rajasthan follows for their employees?
2. How do industry design of training program and also conduct the training program?
3. What are some of the barriers employees face when it comes to participating in our training program?
4. What about the budget that industry allocates for different training for their employees?
5. What types of challenges are faced by the industry that could be resolved with training?
6. If garment industry of Rajasthan could choose the top three priority topics for employee training and development this year, what would they be?
7. What improvements overall can garment industry makes to the way they deliver our training program?
8. How industry evaluates after the training program of their employees?
9. How the garment industry evaluates the effectiveness of training program meeting company goals and objectives?
10. What kind of training session and practices follows avoiding sexual harassment of employees?
11. What kind of development industry can address to improve time management, technical skills as well as business communication skills for their employees?
12. What kind of improvements garment industry can think about in terms of safety and health of the workplace for their employees?
13. Does industry take any off-the-job-training for their employees?
14. How garment industry can promote the leadership skills of employees?
15. What are the important parameters considered for selection of trainer?