



Daffodil
International
University

Internship report

On

Training and Development Practices of Valmont Fashions Ltd.

Submitted To:

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Letter of Transmittal

Date: 01/11/2023

To

Khadiza Rahman Tanchi, PhD

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Subject: Submission of internship report on Training and Development of Valmont Fashions Ltd

Dear Madam,

As a requirement for the BBA program, I have the honor to submit my internship report titled on Training and Development practices of Valmont Fashions Ltd. I had never before worked in a garment sector before and I have gained a lot of knowledge from this experience. I gained information and expertise when I was hired as an intern by Valmont Fashions Ltd. This journey has helped me gain knowledge about how much great is ready-made garments section. After gaining some fresh experiences during the previous three months, I made every effort to produce an internship report. In addition to thank you for giving me the chance to create the internship report as well as for your help and direction, I would be really glad if you found this report to be beneficial and accepted it.

Sincerely yours,

Kamrul Islam Alif

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Acknowledgement

If I don't appreciate our Honorable Head of HR Admin & compliance Md. Towhiduzzaman sir, my acknowledgment will fall short. Without his help, it would have been quite difficult for me to complete my paper. In addition, I would want to thank my family—who are my pillars of support—for their aid in getting my report and BBA finished. I'm grateful for their advice and help. I would want to convey my sincere gratitude over the past three months while composing this report to all of the many people who have offered me guidance, help, support, and collaboration. I want to begin by giving thanks to the all-powerful God for giving me the ability to work hard. I want to sincerely thank Khadiza Rahman Tanchi, PhD, for giving me the opportunity to do this research and for all of her helpful advice, suggestions, and observations during the course of my investigation.

Student Declaration

I am Kamrul Islam Alif, a student of BBA program, Daffodil International University. I hereby declare that the internship report entitled “Training and Development Practices of Valmont Fashions Ltd” is prepared after the completion of my internship period at Valmont Fashion Ltd under the absolute authority of Md. Towhiduzzam an (Head of HR & Compliance) and Khadiza Rahman Tanchi, PhD, Associate professor, Department of Business Administration, Faculty of Business and Entrepreneurship, Daffodil International University.

I also declare that this internship report is prepared for academic purposes only. This report was not submitted by anyone except than me.



.....

Kamrul Islam Alif

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Certificate Approval

This is to certify that, Kamrul Islam Alif, ID: 201-11-946, a student of the Department of Business Administration, Faculty of Business and Entrepreneurship, Daffodil International University, has prepared this internship report entitled " Training and Development Practices of Valmont Fashions Ltd. " under my supervision and guidance.

I do hereby approve the formation and contents of this internship report. To the best of my knowledge, the report has been prepared by him. I have supervised him throughout the preparation of the paper. I wish him all success.

Internship Supervision



.....

Khadiza Rahman Tanchi, PhD

Associate Professor

Department of Business Administration

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Executive Summary

Valmont Fashions Ltd, a clothing producer, based on Gazipur, Bangladesh is a major global supplier of denim and ready-made clothing. Bangladesh is home to some of the leading companies producing ready-to-wear apparel. The company has the most sophisticated and up-to-date production method and equipment in Bangladesh and produces the most stylish and fashionable denim and ready-made clothing, with continuous improvements in technology, infrastructure, and production processes. They adhere to national and international law and is a quality-conscious organization. They manufacture a wide variety of women lingerie's, bottoms and jeans for men, women, and children. They enjoy taking on challenges, but they never compromise on quality or prompt delivery. Buyers inform them about quality while their Quality Chiefs completes the last inspection on their behalf. In the ready-made clothing business, Valmont Fashions Ltd is well-known in both USA and Europe for its enormous production capacity, cutting-edge technology, knowledgeable staff, and, of course, its genuine desire to guarantee customers happiness. Their greatest advantage, with 2365 workers, is this organization. They generate on the average scale of 700000 to 750000 pieces every month, of a vast array of ready-made clothing, ranging from children's to men's and women's, are produced. They generate approximately \$380 million in revenue annually. In addition to manufacturing ready-made clothing, they can also create various accessories for clothing, offer services for printing and embroidery, and wash clothes for their clients. Their internal facilities are set up to guarantee clients the greatest possible with quality, trust, value, and loyalty.

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Chapter-1: Introduction

1.Introduction

Bangladesh is one of the most significant contributors to the country's economy and plays a crucial role in global apparel supply chains. All thanks to the growing population and the environment in which people are deeply connected to the making process of garments. Let that be sweater, knit, jeans, tops, jackets and fabrics. These are hugely produced in Bangladesh and exported by buyers throughout the world. Making a distinctive mark on the economy of our own country.

The Ready-Made Garments (RMG) industry in Bangladesh can be traced back to the early 1980s when the country embarked on a journey of economic liberalization and export-oriented industrialization. Leveraging its abundant labor force and competitive advantage in garment production, Bangladesh quickly emerged as a leading player in the global apparel market. Over the decades, the RMG sector has grown rapidly, attracting significant investments and generating substantial foreign exchange earnings. Today, the RMG sector stands as the backbone of Bangladesh's economy, contributing significantly to its GDP, export earnings, and employment generation. Bangladesh is now the world's second-largest exporter of apparel, with RMG products accounting for a significant share of its total exports.

Bangladesh's RMG industry has emerged as a global leader in the apparel manufacturing sector, supplying garments to renowned international brands and retailers worldwide. The country's competitive advantages, including low labor costs, efficient production processes, and preferential trade agreements, have positioned it as a preferred sourcing destination for global buyers. Despite facing stiff competition from other garment-exporting countries, Bangladesh continues to maintain its market share and expand its presence in key export markets. While the RMG sector in Bangladesh has achieved remarkable success, it also faces various challenges, including labor rights issues, workplace safety concerns, environmental sustainability, and supply chain disruptions. Addressing these challenges requires concerted efforts from stakeholders across the industry, including government agencies, manufacturers, buyers, and civil society organizations. However, amidst these challenges lie significant opportunities for innovation, diversification, and sustainable growth, paving the way for a more inclusive and resilient RMG sector in Bangladesh.

2. Background of The Study

In the garment industry, Human Resource Management (HRM) holds a pivotal role in managing the diverse and dynamic workforce within these organizations. As garments have different section and types of employees, for them they need to have many sophisticated office and decision. In Valmont Fashions Ltd, they have IE, Merchandiser, CEO, Accountant, Store Manager, Electrical, Mechanical, Fire officer, Line Incharge, Production Manager, Line chief, Quality Chief, Operator, Sample Designer and many more. For them to be in total and to generate the absolute outcome from the production and to reach the goal of the garment, it is necessary and must have HR Officer or HRM section to let those sectors flow smoothly.

Over the years in Valmont Fashions Ltd, HRM practices within the have evolved in response to changing market dynamics, technological advancements, and shifts in consumer preferences. From traditional personnel management functions to strategic HRM approaches, the garment industry has recognized the importance of effectively managing its workforce to maintain competitiveness and sustain growth. As a labor-intensive sector with unique challenges and opportunities, HRM practices in the Valmont Fashions Ltd plays a crucial role in ensuring operational efficiency, compliance with regulations, and fostering a positive work environment.

Valmont Fashions Ltd faces several challenges in HRM, including managing a large and diverse workforce, ensuring compliance with labor regulations and safety standards, addressing labor rights issues, and maintaining cost-effectiveness amid global competition. However, these challenges also present opportunities for innovation, efficiency improvements, and talent development within the company. Within the Valmont Fashions Ltd, HRM encompasses a range of activities aimed at optimizing human capital to achieve organizational goals. Key focus areas include recruitment and selection, training and development, performance management, compensation and benefits, maternity, employee relations, and compliance with labor laws and industry standards. Each of these areas is essential for ensuring the smooth functioning of Valmont Fashions Ltd.'s manufacturing operations and promoting employee well-being.

3.Scope of the Study

- Training Programs and Initiatives
- Employee Development Strategies
- Integration of Technology and Innovation
- Impact on Organizational Performance
- Comparison with Industry Best Practices

4.Objective of the Study

Broad Objective:

The broad objective of this study is to know about the overall training and development practices at Valmont Fashions Ltd.

Specific Objectives:

- To identify Valmont Fashions Ltd.'s training and development process, training need analysis, training methods, and evaluation methods.
- To find out the training-related problems and recommend strategies for improvement.

5.Methodology of the Study

The majority of the report's preparation was based on secondary data. Below is an explanation of the report's methodology:

- Training and Development Manuals of Valmont Fashions Ltd.
- Internal Sources of Information.
- HR Policies Related to Training and Development.

6.Limitations of the Study

The study acknowledges the following limitations:

- **Data Availability:** The study is limited by the availability and accessibility of secondary data sources. Incomplete or outdated records has impacted the comprehensiveness of the analysis.
- **Lack of Primary Insights:** The reliance on secondary data may not capture the nuanced perspectives and experiences of employees and HR managers directly involved in training programs.
- **Temporal Scope:** The study focuses on secondary data from a specific time period, which may not capture long-term trends and changes in training and development practices.
- **Ethical Considerations:** Ethical considerations regarding confidentiality, data privacy, and participant consent must be rigorously upheld throughout the study. Failure to address ethical concerns could undermine the trustworthiness and credibility of the study's findings and conclusions.

Chapter-2: Company Overview

1. History

Founded in 2007 by the visionary entrepreneur Humayun Kabir, Valmont Fashions Ltd. has emerged as a prominent force within Bangladesh's dynamic Ready-Made Garments (RMG) sector. With a steadfast commitment to quality craftsmanship and innovative manufacturing practices, the company has established itself as a preferred supplier to a distinguished roster of international buyers. These include industry leaders such as TKO, Matalan, DAN JOHN, TERRANOVA, PEPCO, and INNOVATIVE, for whom Valmont Fashions Ltd. produces garments under prestigious labels like Copper and Oak, Weatherproof Vintage, Calliope, and Eight Bells. Bolstered by a workforce of 2500 skilled artisans and supported by a dedicated team of over 150 professionals across critical departments including HR, Compliance, Executive Management, Accounts, Merchandising, Industrial Engineering (IE), Planning, and a meticulous Sample Section, the company exemplifies operational excellence and ethical business practices. This strategic framework not only ensures stringent adherence to global quality standards but also underscores Valmont Fashions Ltd.'s pivotal role in shaping Bangladesh's burgeoning garment export industry. While other companies face challenges related to labor rights, environmental sustainability, and global competition, Valmont Fashion Ltd gives efforts in training, development, and policy support aim to address these issues and ensure sustained growth and competitiveness. Though all the misfortunes address by the environment of this country Valmont Fashions Ltd. urges to make 100% compliance garment industry and an Eco-Friendly sector with supportive workplace. Most of the company rules and regulations are meant with the absolute engagement of worker and training sessions are taken to enhance the awareness of the workers place and their position among the other worker and inside the factory. Updated machineries are given with proper place and needed time to produce the product and meet the production rate of each day. Thus, specializing in the production of diverse clothing items tailored to meet international market demands. The company's journey reflects a commitment to excellence and innovation in garment manufacturing since its inception.

2.Vision

- To be a global leader in the Ready-Made Garments (RMG) sector, known for quality, sustainability, and innovation.
- To create an eco-friendly, 100% compliant workplace that upholds ethical standards in garment manufacturing.
- To meet and exceed international market demands by producing diverse, high-quality clothing items for globally renowned buyers and brands.
- To foster a culture of continuous development through innovative training and advanced technology integration.

3.Mission

- Deliver superior-quality garments by adhering to stringent global standards and using state-of-the-art technology.
- Ensure a safe, inclusive, and compliant work environment, focusing on worker welfare and sustainable practices.
- Provide value-driven solutions to international buyers, ensuring timely and efficient production of garments tailored to specific market needs.
- Enhance workforce skills through ongoing training and development initiatives aimed at fostering growth, innovation, and productivity.
- Building long-term relationships with global brands through ethical business practices and a commitment to customer satisfaction.

4.Objective of Valmont Fashions Ltd.

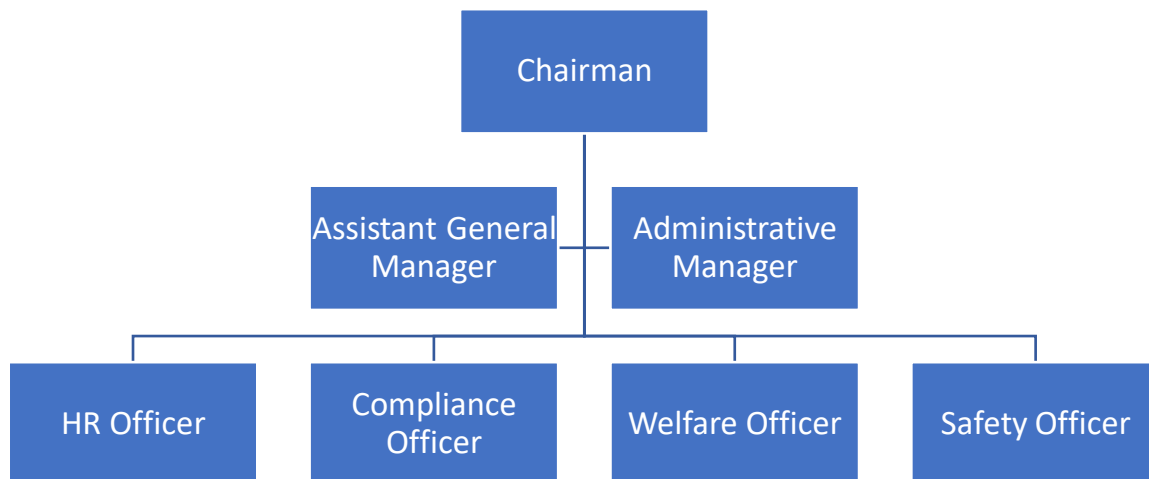
Broad Objective:

The primary goal of this research is to determine the Training and Development Process and Practices of Valmont Fashions Ltd.

Specific Objectives:

- Employee Relation and Talent Management
- Service Support
- Training and Development
- Compliance
- Compensation and Benefit and Employee Service

5.Management Organogram/Structure



Organogram of Valmont Fashions Ltd.

Chapter 3: Theoretical Background

1. Concept of Training

Training involves a systematic approach to improving employees' knowledge, skills, and competencies needed to perform their specific job roles effectively. It includes a set of structured programs, exercises, and activities designed to ensure that employees can meet the organization's immediate operational requirements. In the garment industry, training is crucial due to the technical nature of tasks such as operating sewing machines, quality control checks, and maintaining a safe working environment.

Importance of Training in the Garment Industry: In a garment company like Valmont Fashions Ltd., training programs cover various aspects. For example, machine operators receive technical training on how to handle industrial sewing machines, troubleshoot minor mechanical issues, and maximize production efficiency. Quality control personnel are trained to identify defects, such as fabric flaws, stitching errors, or color inconsistencies, which helps the company maintain high standards and reduce waste. Furthermore, safety training is conducted regularly to ensure compliance with occupational health and safety regulations, minimizing workplace accidents and fostering a safe working environment.

Types of Training: Training can be categorized into several types, including:

- **Technical Training:** Focuses on job-specific skills, such as machine operation, garment assembly, and quality inspection.
- **Safety Training:** Educates workers on proper equipment use, emergency procedures, and personal protective equipment (PPE) usage.
- **Soft Skills Training:** Helps employees improve communication, teamwork, and problem-solving abilities, which are vital for maintaining smooth production processes.

By incorporating these diverse training types, companies like Valmont Fashions Ltd. can ensure that their workforce remains competent, safe, and productive.

2. Concept of Development

While training focuses on the present job, development emphasizes long-term growth, equipping employees with broader skills and knowledge that prepare them for future roles and responsibilities. It is about creating a resilient and adaptable workforce that can navigate changes in the industry, such as the introduction of new technologies, shifts in market demand, or changes in organizational strategy.

The Role of Development in Career Progression: In the context of the garment industry, development initiatives might include leadership training, advanced technical courses, or cross-functional skill-building programs. For example, at Valmont Fashions Ltd., employees showing potential for supervisory roles might be enrolled in leadership development programs, where they learn about conflict resolution, team management, and strategic planning. Similarly, machine operators interested in advancing their careers might receive training in quality control management or lean manufacturing principles, preparing them for higher positions.

Self-Directed Learning and Development: Development also encourages employees to engage in self-directed learning, taking ownership of their career growth. This approach aligns with modern human resource development theories, which emphasize continuous learning and adaptability in an ever-changing business environment. For companies, fostering such a culture of self-improvement can result in a more innovative and motivated workforce.

3. Training vs. Development

Although training and development share the goal of enhancing employee performance, they differ in terms of their focus, duration, and outcomes:

I. Training:

- Short-term and job-specific.
- Aims to improve the skills required for current job roles.
- Directly impacts immediate productivity and efficiency.

II. Development:

- Long-term and future-oriented.
- Focuses on overall personal and professional growth.
- Prepares employees for potential career advancements and future challenges.

In Valmont Fashions Ltd., training might involve teaching a new hire how to operate a specific sewing machine, while development focuses on nurturing that employee's potential to eventually become a production manager or supervisor. This distinction highlights the complementary nature of training and development in building a robust human capital strategy.

4. Objectives of Training and Development

The primary goal of training and development is to bridge the gap between current performance and desired future performance. Key objectives include:

- **Skill Enhancement:** Improving employees' technical and soft skills to boost productivity, reduce errors, and enhance product quality.
- **Career Progression:** Preparing employees for future roles within the company by providing opportunities for skill development and knowledge expansion.
- **Culture of Continuous Learning:** Creating an environment that encourages employees to pursue learning opportunities, fostering innovation and adaptability.
- **Safety Compliance:** Ensuring that workers understand and follow safety standards, thereby reducing accidents and promoting a healthy workplace.

At Valmont Fashions Ltd., these objectives shape the design and implementation of their training programs. For example, to meet the goal of safety compliance, regular safety drills and educational sessions on occupational hazards are conducted, ensuring a safe working environment and adherence to industry regulations.

5. Steps/Process of Training and Development

The process of training and development is systematic and often follows a structured approach:

- **Training Needs Analysis (TNA):** The first step involves identifying the gap between current employee competencies and the skills required for optimal job performance. This may include employee surveys, performance appraisals, and consultations with managers. In the context of Valmont Fashions Ltd., the HR department might conduct a TNA to assess the need for advanced machine operation training or quality control enhancement.
- **Designing the Program:** Once needs are identified, the HR team designs a tailored program that outlines the objectives, content, methods, and duration of the training. For

instance, a program aimed at improving quality control may include both theoretical knowledge and practical application sessions, using real-life scenarios in the garment production process.

- **Implementation:** This is the delivery phase, where training is conducted through various methods such as on-the-job training, workshops, or e-learning modules. For Valmont Fashions Ltd., implementing on-the-job training allows employees to learn in a real production setting, gaining hands-on experience.
- **Evaluation:** Post-training, the effectiveness of the program is assessed through feedback surveys, performance metrics, and direct observation. Continuous evaluation helps identify areas of improvement, ensuring that training objectives are met.

By following this structured process, companies can maximize the effectiveness of their training programs and achieve their strategic human resource goals.

6. Methods of Training and Development

Organizations use a variety of training and development methods to cater to different learning needs:

- **On-the-Job Training:** Employees learn by performing tasks under the guidance of experienced colleagues. This method is effective for hands-on skills, such as machine operation or assembly line tasks. In Valmont Fashions Ltd., new hires often start with on-the-job training to quickly acclimate to production processes.
- **Off-the-Job Training:** Involves training sessions, workshops, or online courses conducted outside the regular work environment. This method is suitable for theoretical knowledge or complex skills that require focused learning time.
- **Mentoring and Coaching:** Provides personalized guidance from experienced staff members to support employees' growth. At Valmont Fashions Ltd., senior technicians may mentor junior operators, offering insights and tips for efficient machine handling.
- **Job Rotation:** Allows employees to work in different roles within the company, broadening their skill set and understanding of various operations. This method is particularly useful for employee development, as it exposes them to different aspects of the business.

By utilizing a mix of these methods, Valmont Fashions Ltd. ensures that employees receive a holistic training experience that prepares them for both current roles and future opportunities.

7. Training Needs Analysis (TNA)

Training Needs Analysis is an ongoing process of identifying gaps in employee competencies and determining the best ways to address them. This involves:

- **Assessing Current Skills:** Using performance appraisals, surveys, and feedback to evaluate employees' current abilities.
- **Identifying Job Requirements:** Outlining the skills and knowledge necessary for each job role.
- **Aligning with Future Goals:** Considering the company's strategic objectives and the evolving needs of the industry.

At Valmont Fashions Ltd., TNA is a critical part of their HR strategy, ensuring that training programs are relevant, focused, and aligned with both operational requirements and employee career paths.

8. Methods of Evaluating Training and Development

Evaluation is crucial to measure the success of training initiatives. Common methods include:

1. **Feedback Surveys:** Collect employee feedback on the training program's content, delivery, and effectiveness.
2. **Performance Metrics:** Compare employee performance data before and after the training to gauge improvements.
3. **Observation:** Monitor how employees apply new skills in their daily tasks, providing a practical measure of the training's impact.
4. **Return on Investment (ROI):** Assess how training has influenced the company's overall performance, such as increased productivity or reduced error rates.

Chapter 4: Training and Development Process Valmont Fashions Ltd.

1. Training and Development Practices of Valmont Fashions Ltd.

Valmont Fashions Ltd. places a high priority on training and development, recognizing that a skilled and knowledgeable workforce is vital to maintaining production standards, ensuring workplace safety, and promoting a positive work environment. The company has developed a comprehensive training program that not only covers the technical skills necessary for the garment industry but also focuses on personal and professional development. This holistic approach enables Valmont Fashions to cultivate a workforce that is not only efficient but also adaptive to changes in the industry.

To achieve its goals, Valmont Fashions Ltd. employs various training practices tailored to different aspects of its operations:

I. Workplace Safety Training

To ensure workers understand the importance of maintaining a safe working environment, Valmont Fashions Ltd. offers the following safety training:

- Fire Safety: How to use fire extinguishers, emergency exits, and fire evacuation procedures.
- Personal Protective Equipment (PPE): Proper use of masks, gloves, safety boots, etc., depending on the work area.
- Machine Operation Safety: Training on safe handling of sewing machines, cutting equipment, and other machinery.
- First Aid Training: Basic first aid procedures and how to access medical care when necessary.

II. Skill Development Training

- Sewing Techniques: Advanced sewing methods for speed and precision, including stitching, hemming, and applying zippers or buttons.
- Pattern Making: Understanding garment design, interpreting patterns, and fabric cutting.

- Quality Control: Identifying defects, ensuring garment quality, and understanding quality standards required by buyers.
- Machine Maintenance: Basic knowledge of sewing machine troubleshooting and maintenance to prevent downtime.

III. Efficiency and Productivity Training

- Time Management: Techniques to improve workflow efficiency and meet production targets.
- Lean Manufacturing Principles: Training workers to reduce waste and optimize production processes.
- Workstation Organization: How to organize workstations to maximize efficiency and comfort (e.g., 5S methodology: Sort, Set, Shine, Standardize, Sustain).

IV. Compliance and Ethical Practices Training

- Labor Laws and Worker Rights: Understanding local and international labor laws, including minimum wage, working hours, and overtime policies.
- Harassment and Discrimination Policies: Ensuring a workplace free of harassment, with proper grievance mechanisms.
- Environmental Sustainability: Best practices for waste management, reducing water and energy use, and eco-friendly production methods.
- Child and Forced Labor: Awareness of regulations and how to prevent child and forced labor in the factory.

V. Soft Skills and Employee Development

- Communication Skills: Improving workplace communication between workers, supervisors, and management.
- Teamwork: Fostering collaboration among team members to improve productivity and work satisfaction.
- Conflict Resolution: Training workers on how to handle disputes or conflicts in a constructive way.
- Leadership Development: For line managers and supervisors to improve their management and team leadership skills.

VI. Technology and Innovation Integration

- Digital Pattern Making: Introduction to digital tools for creating garment designs and patterns.
- Automated Machinery Training: How to use advanced machinery such as automated sewing, cutting, and embroidery machines.
- Data Management Systems: Training on digital systems for inventory management, production tracking, and quality control.

VII. Management and Supervisor Training

- Leadership Skills: Effective team management, motivation techniques, and performance evaluations.
- Production Planning and Monitoring: Ensuring production targets are met while maintaining quality and worker satisfaction.
- Conflict and Grievance Management: How to handle worker grievances and resolve conflicts in the workplace.

2. Current Training and Development Scenario of Valmont Fashions Ltd.

Valmont Fashions Ltd. has adopted a dynamic and proactive approach to training and development. Understanding that the garment industry is constantly evolving with technological advancements and changing market demands, the company continuously adapts its training programs to stay competitive.

I. Proactive Training Approach

Currently, Valmont Fashions conducts regular training needs assessments to identify skill gaps among its workforce. These assessments are integral in tailoring training programs to meet both immediate and future operational requirements. The company collaborates with department heads to design and implement training schedules that align with the evolving business environment. For instance, if the company plans to introduce new production technologies, a tailored training program is developed to equip employees with the necessary technical skills.

II. Blended Learning Techniques

Training sessions are conducted on-site, utilizing real-time production scenarios to provide employees with hands-on experience. This practical approach ensures that employees can immediately apply what they learn in their daily tasks, reinforcing the training's effectiveness. In addition to on-site training, the company is exploring digital training platforms and e-learning modules. This blended approach not only supplements traditional training methods but also offers employees the flexibility to learn at their own pace.

Despite its efforts, Valmont Fashions Ltd. faces challenges in keeping pace with rapid technological advancements. As new machinery and production techniques emerge, the company must regularly update its training content to incorporate new skills, safety standards, and industry best practices. This ongoing adaptation ensures that Valmont Fashions remains competitive and that its employees are well-prepared for changes in their roles.

3. Training Needs Analysis of Valmont Fashions Ltd.

Training Needs Analysis (TNA) is a critical component of the company's training strategy, serving as the foundation for designing effective programs. TNA at Valmont Fashions involves a systematic process to identify and address the skill gaps within its workforce.

Key Steps in TNA

- I. **Performance Appraisals:** Regular performance appraisals by HR and department managers assess employees' skills, productivity, and areas for improvement. These evaluations provide valuable insights into the specific training needs of each employee, aligning them with job requirements and company objectives. For example, if a quality inspector shows potential but lacks advanced quality control techniques, targeted training can be planned.
- II. **Employee Feedback:** Valmont Fashions values its employees' perspectives on training. The company collects feedback from employees to understand their perceived skill gaps and areas where they need further development. This bottom-up approach ensures that

training programs address real needs and promote employee engagement in the learning process.

- III. **Analysis of Business Goals:** Aligning training with the company's strategic goals is a key aspect of TNA. For instance, if Valmont Fashions aims to enhance its production capabilities with new technology, the HR department identifies employees who require technical training on the new machinery. This alignment ensures that the training investment directly contributes to business growth.
- IV. **Health and Safety Audits:** Health and safety audits help identify potential risks and compliance gaps in the workplace. Based on the audit results, targeted health and safety training sessions are organized to address identified issues and ensure that all employees are up-to-date with the latest safety protocols.

4. Process of Training and Development at Valmont Fashions Ltd.

Valmont Fashions Ltd. follows a structured approach to training and development to ensure systematic skill-building among its employees. This process consists of the following key steps:

I. Identifying Training Needs

The HR department conducts a comprehensive TNA to identify skill gaps and areas for improvement. This initial step ensures that the training program is relevant, targeted, and capable of addressing the company's operational challenges.

II. Designing the Training Program

Based on the identified needs, the HR team collaborates with department heads to design a customized training program. This involves setting clear training objectives, selecting appropriate trainers (internal experts or external consultants), and choosing suitable training methods, such as on-the-job training, workshops, or seminars.

III. Implementing the Training

Training sessions are conducted using a mix of methods. For technical skills, on-the-job training is conducted on the production floor using actual machinery, while soft skills and safety training are typically conducted in a classroom setting. Employees actively participate

in these sessions, learning through interactive exercises, discussions, and practical demonstrations.

IV. Monitoring Progress

Throughout the training, supervisors and trainers monitor employees' progress to ensure learning objectives are being met. They provide ongoing support and feedback, helping employees adapt to new skills. This step is crucial for identifying any immediate challenges and addressing them in real time.

V. Evaluation

After completing the training, the HR department, along with department heads, evaluates its effectiveness using various methods, including employee feedback, performance metrics, and observation of skill application in daily work. For instance, if machine operators demonstrate improved efficiency and fewer errors post-training, it indicates successful skill acquisition.

VI. Follow-Up

The follow-up phase reinforces learning and provides additional support as needed. Periodic reviews and refresher sessions help employees retain and apply their new skills, addressing any remaining gaps and ensuring a sustainable impact on performance.

5. Methods of Training and Development Followed by Valmont Fashions Ltd.

To cater to its diverse workforce, Valmont Fashions Ltd. employs a variety of training methods:

I. On-the-Job Training

Widely used for roles such as machine operators and quality control personnel, this method allows employees to learn while performing their duties under the supervision of experienced staff. It provides practical, real-world learning experiences that help employees quickly acclimate to their job roles.

II. Workshops and Seminars

Workshops and seminars are effective for topics like health and safety, labor law education, and soft skills development. These interactive sessions include discussions, case studies, and group activities that promote collaborative learning and knowledge sharing.

III. Mentoring and Coaching

Senior employees mentor new hires and junior staff, offering one-on-one guidance that accelerates skill acquisition and professional growth. This method is particularly valuable for nurturing talent within the company, helping individuals develop the competencies required for higher-level roles.

IV. E-Learning and Digital Platforms

In response to changing market demands, Valmont Fashions Ltd. has incorporated digital training platforms, offering online modules and e-learning courses. This modern approach provides flexible learning options and is particularly useful for technical updates, compliance training, and self-paced learning.

6.Methods of Evaluating the Training and Development Process of Valmont Fashions Ltd.

Evaluating the effectiveness of training programs is crucial to ensure they achieve their intended outcomes. Valmont Fashions Ltd. uses multiple evaluation methods:

I. Employee Feedback

After each training session, employees provide feedback on content, delivery, and the program's overall usefulness. This feedback allows the company to refine future initiatives and address any gaps in the training.

II. Performance Metrics

HR and department heads track key performance indicators (KPIs), such as productivity, quality control, and safety compliance, both before and after training. An improvement in these metrics signifies successful training implementation.

III. Observation

Supervisors observe employees in their regular work environments to assess how effectively they apply their new skills. This direct evaluation method provides insights into how well the training has been integrated into daily operations.

IV. Assessment Tests

For technical training programs, the company uses tests or practical assessments to evaluate employees' understanding and application of new skills. These assessments help identify areas needing further development or support.

V. Return on Investment (ROI)

Valmont Fashions also conducts a cost-benefit analysis, comparing the costs of training programs with the benefits, such as increased productivity, reduced errors, and improved safety records. This financial evaluation demonstrates the tangible impact of training investments on the company's overall performance.

Chapter 5: Findings, Recommendations, and Conclusion

1. Findings

- **Orientation and Onboarding:** While the orientation process is well-structured, the duration appears insufficient for technical and managerial roles, leaving gaps in role-specific preparedness.
- **Workplace Safety Training:** Regular safety training is conducted, but some employees lack confidence in emergency procedures and the use of personal protective equipment (PPE).
- **Skill Development Training:** The training programs are extensive but struggle to keep pace with advancements in production technologies and machinery.
- **Compliance and Ethical Practices:** Employees are informed about labor laws, but practical understanding and application, especially in environmental sustainability, need improvement.
- **Blended Learning Techniques:** Digital training platforms are used effectively, but because of technological literacy of those platforms among employees prevent full adoption of these methods.
- **Monitoring and Evaluation of Training:** Training lacks long-term tracking for skill application and growth.

2. Recommendations

- **Extend Onboarding Duration:** Lengthen onboarding for technical and managerial roles to ensure a thorough introduction to policies, safety, and job-specific training.
- **Enhance Safety Training:** Increase the frequency of safety drills and focus on scenario-based exercises to boost confidence in emergency response and PPE usage.
- **Update Technical Training:** Regularly introduce sessions on modern production techniques and machinery to keep employees updated with industry advancements.
- **Strengthen Compliance Training:** Incorporate case studies and practical exercises to improve the understanding of labor laws and ethical practices, with a focus on sustainability.
- **Improve Digital Literacy:** Provide foundational digital literacy courses to prepare employees for seamless participation in advanced e-learning programs.
- **Track Long-Term Training Impact:** Implement a system to monitor employees' skill application, career growth, and productivity improvements post-training.

3. Conclusion

Valmont Fashions Ltd. has established a solid foundation for its training and development practices, offering a diverse range of programs aimed at improving technical skills, workplace safety, compliance, and personal development. The company's proactive approach to training demonstrates its commitment to fostering a skilled and knowledgeable workforce, which is crucial for maintaining high production standards and a safe working environment.

Despite these efforts, the findings reveal certain areas that require further attention. The rapid technological advancements and changing demands in the garment industry necessitate ongoing updates to training content, particularly in technical skills and safety protocols. Additionally, enhancing digital literacy among employees will maximize the effectiveness of new learning platforms.

By implementing the recommended strategies, including extending the onboarding process, improving training content and frequency, and incorporating long-term impact assessments, Valmont Fashions Ltd. can enhance its training and development framework. This will not only empower employees to perform effectively in their roles but also support the company's long-term growth, adaptability, and competitiveness in the global market.

Chapter 6: Bibliography

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