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Support to the Jordanian Garment Manufacturing Sector

GUIDE FOR TRAINERS

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Support to the Jordanian Garment Manufacturing Sector

GUIDE FOR TRAINERS

SUSTAINABLE ACHIEVEMENT OF
BUSINESS EXPANSION AND QUALITY (SABEQ)

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CONTENTS

SECTION I	1
A. INTRODUCTION.....	1
B. ORIENTATION (PERSONNEL RESPONSIBILITIES MAY CHANGE BASED ON MID MANAGEMENT STRUCTURE AND RESPONSIBILITIES)	1
1. Plant Engineer	1
2. Line Supervisor	1
3. Trainer	1
4. Company Orientations	2
5. PLANT Tour	3
SECTION II	4
A. EQUIPMENT FAMILIARIZATION.....	4
1. Procedures to review list	4
2. Demonstration Procedures	5
B. SEWING PRACTICES	6
1. Introduction to the machine operation.....	6
2. Material handling practices	6
3. Leaving the finished piece	7
4. Scrap.....	7
C. QUALITY TRAINING.....	7
1. Specifications	7
2. Inspection Procedures	8
3. Repairs	8
D. ON THE ROAD TO SUCCESS.....	8
1. Sewing Production	8
2. Setting up goals	8
3. Training based on goals.....	9
4. Expecting Problems	10
5. Duration of practices	11
E. SAFETY RULES (TRAINING OF OPERATORS).....	11
F. PROCEDURES FOR PRACTICES.....	14
G. TRAINING PRACTICES.....	14
H. FLOOR MANAGER CHECK LIST.....	15
I. TRAINER CHECK LIST	16
J. WEEKLY TRAINER'S REPORT FOR PAYROLL	17
K. TRACKING RATIO FOR TRAINER'S	18
L. IMPORTANT POINTS FOR A TRAINER	18
M. RESPONSIBILITIES OF TRAINERS.....	19
N. 14 STEPS TO TRAIN A NEW EMPLOYEE	19

SECTION I

A. INTRODUCTION

The purpose of this manual is to provide a guide and reference for the trainer to learn and apply the training methods. The manual has the concepts and the general principals of methods and training for “Company Name”, as well as detailed procedures and techniques, which the trainer should follow in sequence to obtain optimum training results.

Each trainer must follow each section, ask questions about anything that is not completely clear and when possible, techniques should be practiced before moving to the next section. It is important that each trainer learns this training guide completely and follows the procedures. The success of any training program is the direct result of the ability of the trainer to effectively apply the techniques of this manual. Additional information will be added to this training guide; a necessary.

B. ORIENTATION (PERSONNEL RESPONSIBILITIES MAY CHANGE BASED ON MID MANAGEMENT STRUCTURE AND RESPONSIBILITIES)

The new employee should show up to work on time. On the first day of work, he/she must be met by HR personnel, and given a pre-prepared schedule so that he/she may get oriented quickly and begin work immediately. Employees' punctuality should be monitored by the HR personnel.

1. PLANT ENGINEER

Invite new employee to the office and start with an orientation. The engineer should use a checklist to make sure all points are covered.

- a. Give a brief history of the Company.
- b. Talk about the future of the Company
 - i. Give a brief overview of company policies
 - ii. Explain company quality program
 - iii. Introduce him/her to the supervisor, then leave him/her with the trainer.

2. LINE SUPERVISOR

Greet new employee and present yourself. Take the time to review specifications, so he/she can start becoming familiar. Try to make the new employee feel comfortable, by letting him/her know that you are happy to have him/her as part of the team.

3. TRAINER

Preparation: Before the trainee arrives to work, the trainer must be knowledgeable with the operation and make sure everything is ready.

- a) HR Manager - Name of employee, time of arrival, and who is greeting him/her.
- b) Training Course - familiarize trainee with training practices and quality specifications
- c) Training equipment – examine the training equipment, scrap pieces, gauges/folders should be available. Emphasize the importance of cleaning the equipment at all times.

- d) Place of work - review workplace, including machines, accessories, platforms, bundles, bobbin, threads, and needles.
- e) Program - Prepare orientation from the first day
- f) Files - Prepare trainee file to establish goal. It is important that everything is ready and organized for the trainees so he/she can start immediately after orientation on his/her first exercise. It is embarrassing for the new employee to be waiting, therefore, it is imperative for trainer to be fully prepared.
- g) Clarify the working hours and explain the negative impact of the lack of punctuality and how it affects the workflow and co-workers.
- h) Explain to the new trainee that due to the company's accomplishments, sometimes we receive additional orders that cannot be achieved during normal working hours; and thus we must work extra hours. This is the way to supply our clients. Tell new trainee that Saturday is the first day of work and they will be notified in advance in the event overtime is required.
- i) Review trainer's orientation guide and/or checklist. Have it handy to ensure that all points are covered.
- j) Emphasize team effort and relate it to punctuality and absenteeism. (For those that are in group pay) Explain how group efforts determine own salary and vacations.
- k) After all of the above-mentioned points have been covered, reply to any questions that the new employee may have.
- l) Explain the following key points to each new employee:
 - a. Working hours
 - b. Resting periods
 - c. Lunch schedule, procedures, and areas to eat.
- m) Time Attendance procedures
 - a. Start to work only after you have checked the time card
 - b. Only check your own card, no one can check two cards.
 - c. The company prohibits checking 6 minutes after the entry hour, and cannot remain in the premises for longer than 20 minutes after the working hours are over, unless you speak with your supervisor.
- n) Company policies
 - a. No smoking
 - b. Scissors or working tools
 - c. Bad words or profanity is prohibited
 - d. Dress appropriately ()
 - e. Pay phone, etc

4. COMPANY ORIENTATIONS

- a) After going through all employment details, try to make him/her feel comfortable and remove any fears he/she may have related to failure in job performance.
- b) In the above point, take a break and get to know the new employee. Conduct the session in a recreational area or any other appropriate place.
- c) After the new employee is comfortable, start with the job responsibilities, and explain what is expected of him/her in the new job.
- d) Show a finished garment. It is important to mention that there would be enough time to teach him/her the new operation.
- e) Talk about machines, technicians and quickly explain what they do. Mention that the technicians are willing to help when they can, but that they would also need him/her help.
- f) Explain that the HR/Admin people work on paperwork and general office duties (something that's related to them, pay, food stamps, etc).

- g) Introduce him/her to the people in the area that he/she will be working with.
- h) Mention that most operators want to make money and usually do not have time for visits, with the exception of breaks and lunch. New employee should not feel that this issue creates a non-friendly environment.
- i) Explain that some operators try to help and may offer some ideas. It is important that the new employee understands that some of these ideas may not be the appropriate method. The new employee must do exactly as indicated by trainer and not use any shortcuts.
- j) Explain that some employees, without any bad intentions, may make the job frightening. Explain some of the comments that they can say:
 - a. This is the most difficult job of the plant
 - b. He/She will not like it
 - c. He/She will not be able to do it
 - d. A lot of them have failed before
 - e. He/She will be very tired at the end of the day: explain that he/she will feel tired until he/she gets accustomed to him/her new job.
- k) Job familiarization - Explain level of production of the line and how one can make more Money.
- l) Plant tour

5. PLANT TOUR

After the trainer has completed the orientation, the trainee should be taken through a plant tour. The following points should be included:

- a) Time clock and when to use it
- b) Location of bathrooms and water fountains, with appropriate usage.
- c) Maintenance or tool room, in case they have to get or sharpen scissors, oil, and any other provision.
- d) Evacuation doors, in case of an emergency.
- e) Small parts area (Prep) and how they function.
- f) Pressing area, why an oven is used, or other unique specialized equipment that would make the company different or unique from competitors
- g) Area or line where the new operator will be. Quickly review the line or work area.

After plant tour, come back to a recreational area and answer any questions that he/she may have.

Now the new employee is ready to start the new sewing training.

SECTION II

A. EQUIPMENT FAMILIARIZATION

1. PROCEDURES TO REVIEW LIST

Take the new employee to his/her new working area. Show his/her how to operate the machine. Always mention safety rules

Before moving forward, review checklist, and make sure everything is covered.

- a) Pedal
- b) Break
- c) Knee foot lift
 - 1) Show how knee pedal works.
 - 2) Emphasize how the leg needs to stay away from pedal in order for the machine to function smoothly.
- d) Thread tension
- e) Bobbin
 - 1) Show how to thread bobbin case, without having fabric under the needle or presser foot would be slightly up.
- f) Bobbin case
 - 1) Show him/her how to extract bobbin case.
- g) Feed plate
 - 1) Show new employee how to take plate out and how to clean around feeder and looper. Have him/her do it. Sew-sergers plates must be removed on a daily basis and cleaned up.
- h) Presser foot
- i) Needle
 - 1) Show him/her how to thread the machine. Mention the danger of getting finger caught in the needle upon lifting presser foot. Illustrate method of moving bobbing thread upwards and take the upper and lower part of thread behind foot. It should be emphasized that this procedure must be followed every time a bobbing gets threaded.
 - 2) Illustrate how to take out and replace needle. Make sure you provide appropriate needle number, also mention that some fabric may require different needles.
- j) Needle bar
- k) Thread pullers
 - 1) Explain to new employee that the position of thread puller is such that the thread tension would be loose.
- l) Tensions
 - 1) Mention the relationship of thread tension with a good stitch.
- m) Band
- n) Machine pulley
 - 1) Mention the danger of getting finger caught between band and wheel. He/She should be shown how to turn the wheel with the palm of him/her hand

The new employee should practice how to thread the machine, from bobbin to needle, until he/she can master it without confusion. The correct sitting posture should be demonstrated and how it relates to fatigue. Point out the places where the machine needs oil and show him/her how to add some every morning, before beginning the sewing. He/She should also

be trained to leave his/her machine clean and covered at the end of day. This includes the full machine and working area.

Explain safety procedures. Show the importance of good house cleaning to eliminate any potential accidents caused by unwanted objects on the floor. Show him/her that he/she should not carry the machine or heavy object to eliminate back injuries. He/She should be careful not to use equipment that he/she is not familiar with. He/She is now ready for sewing practices.

2. DEMONSTRATION PROCEDURES

First show video of his/her operation, show important aspects, like position of work, the method, the quality, etc. The employee learns how to do the job, but it is important that he/she does each exercise correctly from the beginning. In order to achieve this, the trainer must update him/her with any new exercises and let the apprentices practice until he/she is following the correct method. The fact that a trainer can follow the method or exercise exceedingly well is of little or no use to trainee unless he/she is extremely trained to observe and copy movements. The most important point is to demonstrate the exercise and the movements so that the trainee can do it correctly by himself/herself. The following steps should be followed by the trainer, whenever a new exercise is illustrated:

- a) Prepare and ensure that the working area and trainer's needed materials are ready.
- b) Explain the objective. The reason behind sewing practices and how this relates to the learning of the operation.
- c) Demonstrate speed. Show the exercise several times with speed so he/she can get a general idea about all the work cycle.
- d) Make them ask you questions. See that new trainee asks any questions or any uncertainty that he/she may have.
- e) Slowly demonstrate and explain. Slowly demonstrate exercise several times and stop to explain quality and safety points.
- f) Correct apprentices. Correct any error that the trainee may be doing. If the apprentices can't perform the job and explain it properly, methods and instructions must be reviewed again.

Whenever demonstrating a process to the trainee, the trainee must position himself/herself behind and closest to the trainer, so he/she can see the operation from a close angle. If two operators are being trained on the same operation, then do the training for both of them at the same time.

Whenever they practice for the first time, will be able to do one at a time and then each one can learn from the other.

Following these procedures, the trainer has the best opportunity to do the new exercise, but the end result is the most important; the trainee learns to do the exercise correctly. Sometimes a lot of patience and persistence are required to reach this. It does not matter how clearly you have illustrated exercise, quality, or safety points, but always remember.

REMEMBER: Nothing has been taught until it is learned!

B. SEWING PRACTICES

After trainee is familiar with him/her machine, he/she is ready for sewing practices and exercises. These exercises should be carefully selected so they can be similar to the actual sewing training that he/she had to perform the required task.

Introducing to the exercise. It is important that the trainee is fully informed of the program that he/she would be taking in the learning process of him/her job step by step. By exercises, emphasize that he/she would be allowed to learn at him/her pace. Also emphasize that he/she would be using scrap fabric and he/she should not worry about what gets damaged.

1. INTRODUCTION TO THE MACHINE OPERATION

First, the trainee should be shown how to master the following functions of the machine:

- a. Start and stop the machine
- b. Sew in a curve
- c. Turn corners
- d. Backstitches

At a later stage, it should be emphasized that the individual will be trained solely on operations that he/she will use.

2. MATERIAL HANDLING PRACTICES

This phase of the training is very important and it can save the trainee a lot of time and avoid many problems if he/she masters it. Some of the possible problems include: shades, mixed bundles and lost parts.

1. "Take" (use scrap if possible)
 - a. Where do you put or place the hands?
 - b. Does the trainee sew all the parts or one at a time?
 - c. If he/she sews every other part, where does he/she put the part that he/she is not using?
 - d. There are some parts to folded or flipped in a certain way? How?

Have trainee practice the operation until every movement is mastered and all of the questions are answered.

2. Position
 - a. How to position material on the machine
 - b. How to position hands on the material
 - c. Do you locate the bottom part under the presser foot, ready to sew?
 - i. The trainee should practice these movements, until they are fully mastered.

3. LEAVING THE FINISHED PIECE

- a. Where is it?
- b. Face down or face up?
- c. How should the piece be turned, so it will be easier to pick up for next operator
 - i. This exercise should be easily done.

4. SCRAP

- d. While trainee masters the sewing practices and exercises, he/she should practice the operation using scrap fabric. The objective of using scrap fabric is the closest simulation to the machine functions and movements of the operation, without losing speed and precision that the trainee develops during the training stage. Again it should be mentioned to the trainee all of the process that will be followed. If necessary, the video of the operation should be reviewed again. It should be emphasized that he/she does not need to worry about the damage to these pieces, just like when he/she was earlier introduced to scrap pieces.
- e. This is a good opportunity to congratulate trainee for his/her progress; mention the fact that he/she has performed a good job making scrap pieces, demonstrating to everyone that he/she can do the job.
- f. The samples for sewing practices should be made as simple as possible. It is easier to demonstrate an operation when lining is the same color of the pieces that are going to be sewn.

C. QUALITY TRAINING

1. SPECIFICATIONS

- a. Before starting training in any job, it is essential to exactly understand Key Quality Requirements. There should be Key Quality Requirements for each operation in the plant. Each quality point should be visually illustrated with the permitted tolerances. These guides help the trainee to clearly differentiate between acceptable and non-acceptable work, without getting into the embarrassing period of trial and error.
- b. It is a common error in the training of new operators to require a higher Quality level than experienced operators, and to continuously return work for repair, even if this is acceptable for an experienced operator.

Unnecessary work repairs discourage and frustrate the trainee and can slow down his/her progress.

THE SECRET TO GOOD QUALITY WORK COMES FROM THE REGULAR PRACTICE AND WELL LEARNED METHODS AND INSTRUCTIONS.

2. INSPECTION PROCEDURES

- a. During the continuous inspection of a trainee it is important to detect any errors that he/she may be making at the early stages of the training. Each trainee will pass through the following inspection stages:
 - i. General Quality guides
 - 1. 100% inspection at the beginning
 - 2. Whenever the Quality is satisfactory, inspect one pair from each bundle.
 - 3. Whenever the Quality is good check bundles randomly.
 - ii. Retrained
 - 1. 100% inspection of the first few bundles after method has been changed.
 - 2. Do periodic inspections, whenever the quality is satisfactory.
 - iii. General
 - 1. Each operator should be checked at least every hour
 - 2. Operators with Quality problems should be checked more frequently.
 - 3. The most important objective of Quality training is to correct methods that cause poor Quality. Do not spend too much time inspecting work that you were not overlooking. The cause of bad Quality is INCORRECT METHODS.

3. REPAIRS

- a. During the training period it is the trainee's responsibility to fix their own errors. The trainer should show the trainee the easiest and best way to make a repair and should be closely monitored. In the first stage of the training, the trainer should help the trainee with some of the repairs, so he/she would not get discouraged and to avoid delay of the workflow. The repairs found by line inspectors should be returned to the trainer and not to the trainee. This will give the trainer the opportunity to see the errors, so he/she can be corrected. The trainee will soon learn how to correct their own errors.

D. ON THE ROAD TO SUCCESS

1. SEWING PRODUCTION

When the trainee is fully familiarized with the machine, sewing practices, quality training, he/she should be ready to start working on production. The trainee should be congratulated for his/her progress. His/Her efforts should be regularly reviewed in the areas of quality, speed, assistance, and attitude should be mentioned.

2. SETTING UP GOALS

- a) The importance of goals.

The human mind is an instrument that looks for goals. In extreme cases, when a person does not have goals, he/she does not have any motivation. The children have goals to finish their school and the parents have goals to buy items needed for the family and to cover personal necessities. We all have goals, even if they are not clear or we cannot recognize that we have them. The efficiency with which one person works seems to be directly related to the amount of thoughts and plans that they have given to their own

personal goals. The people with very clear and defined thoughts and plans seem to be more effective than those who have a vague idea of what they would like to follow. The most effective motivational goals are those that each person sets for himself/herself.

The persons who have set a goal will work harder to accomplish it, as opposed to have someone else setting it for them. Some trainees do not want to commit to setting a goal. This is when we must help them set a goal, until they can set their own. If the goals are intentionally established, according to the simple rules, and with great creativity and motivation, the individual will move faster towards success. Our job is to help set individual goals, which is a means to reach these goals and train those persons to reach them.

To be clearer, motivation is the required force of the individual to set up and accomplish goals. In the following pages, there are some clear principals that we can follow to set up goals for trainees. The more you use these principals the more successful your people will be, making you more successful.

- b) How to set up goals
 - a. Make realistic goals
 - i. Base them on a careful analysis of past and present execution
 - ii. Compare them to similar situations already observed
 - iii. Use Engineering data (GSD gold bar)
 - b. Commit yourself
 - i. Tell yourself and trainee that both can achieve success
 - c. Be specific, what, when, how much.
 - i. Divide the big goals into small parts
 - ii. Set up a maximum time for compliance of each part
 - iii. Determine the necessary methods to reach each goal
 - iv. Review progress
 - d. Set up goals at a level of Challenge.

3. TRAINING BASED ON GOALS

Each trainee is an individual with his/her own history, thoughts, and distinctions. We cannot expect that all trainees have the same progress or experience with the same problems. For this reason, we must treat each trainee as an individual and let him/her move forward on his/her own pace.

- a) The orientation of trainee should be finished first
 - 1. First, do everything that has been described, like plant tour, checklists, etc.
 - 2. Show trainee how to sew his/her operation
 - 3. Show trainee the definition of good Quality and make sure he/she can reach it.
- After all of these points are done, you are ready to start a program to set up goals for the progress of trainee from temporary worker to 100%.

b) Prepare training graph

1. Use a daily progress form with all of the trainee's information.
2. Write down the level which indicates where the trainee will reach group pay or expected goal. Demonstrate the graph in a clear form in order that they can understand how to reach his/her goal. Illustrate an example.
3. The trainer and trainee will come up with a goal for the first full production day. This goal can be drawn in a graph at that time. It is probably best to do it in the morning, when the day starts. At the end of each day, the trainer will record the production of trainee, so they can discuss the daily progress compared to established goal. The graph should be drawn, so the trainee will see what he/she has done to accomplish their own goal. Illustrate an example.
4. This procedure between trainer and trainee of setting up daily goals and measuring results should be followed until trainee reaches 100%. You should make every effort to guarantee that the trainee is setting practical goals and achieving such goals. The goals should be gradually increased by a percentage, such that the trainee can reach 100% in a reasonable time, who Engineering GOLDBAR illustrates or other Engineering method.

The program of goal setting recognizes each employee as an individual. The new employees are permitted to set their own goals and achieve them at their own pace, under the supervision of an experienced trainer. Our program tells the trainee "You are an individual, you set up your own goals, under our direction and we share your pride and congratulations for your achievements". This is the philosophy of our company and our training.

c. Evaluation of trainee's progress

It is necessary to evaluate the progress of the trainee to analyze how he/she is progressing.

For this evaluation, we will use the average training percentages.

The evaluation should be a transparent graph, so it can visually be compared to the graph.

To set up the goal line in the graph, take the first day of production, from there take the line until the daily goal day 40 or 60, depending on training time. This line is in an 18-degree angle approx.

4. EXPECTING PROBLEMS

Returning to a real world, the system is usually not perfect and does not need to become a successful program.

a. Level of trainee

When a trainee does not continue to improve or his/her performance slows down considerably, the following steps should be followed to help trainee:

- b. Observe the trainee methods.
The trainer should oversee the development of the operation to identify the difficulties that the trainee is having. The trainer should carefully analyze the methods and review that all key points – the ones done correctly and the ones done slowly.
- c. Correct method if necessary.
If trainee is using an incorrect method, this should be corrected immediately and make sure that the trainee can continue practicing the operation, using the correct method. If trainee is using an incorrect method that will be hard to change, the trainer should review with trainee the early stages of training.

5. DURATION OF PRACTICES

If the trainee seems to have the correct method and quality, but he/she is not progressing in his/her production, the duration practices become necessary. The objective of the time practices is to condition the trainee to operate his/her machine at a faster speed. To start effort graph, the initial practice could be 15 minutes and intervals of 30 minutes. During the time of practice, quality should be checked. The practice does not mean that quality should be sacrificed for production. The duration of the practice should increase as the trainee progresses to a maximum of one hour, with a short recess.

- 1. Assist trainee
 - a. In many cases, when a problem is identified and the steps to follow are decided, the trainee must be alerted. Normally he/she will know that there have been problems for quite some time and he/she is frustrated for apparent incapacity to progress. In any case, we should help him/her make progress. Never make fun of the trainee, or act as if there are no problems. When it becomes apparent that progress is slowing down, act immediately to resolve it.
- 2. Termination
 - a. The termination of a trainee should be seen as our own failure in not being able to train a trainee.

On the last day before the trainee stays or goes to production line, the floor manager, the supervisor, and the trainer should congratulate trainee for the progress. Inform him/her how he/she will be paid.

E. SAFETY RULES (TRAINING OF OPERATORS)

The training of a new employee is an important element in “Company name” in their operation and safety. The training is the best method to show new employees the abilities required to develop safety on the job in accordance to Company policies.

The trainees that have been instructed will be more efficient in their job and will not waste their precious time. They will be able to operate equipment economically because they will know its function and capacity. The probability of accidents occurring will decrease when they are trained to conduct their work in a safe manner.

Without the importance of the type of organization, the following steps should be included:

1. Information of Co. policies
2. Discussion of work requirements
3. Review safety program and safety rules
4. Procedures on how to report an accident

SAFETY RULES AND PROCEDURES

The safety rules and procedures are applicable to all employees

1. Make sure you understand all of the concepts that will be mentioned below, and if in doubt contact Supervisor.
2. Report to your supervisor all injuries immediately, regardless of the severity, so that first aid or medical treatment can be provided.
3. Help new employees detect unsafe conditions. Report all unsafe actions.
4. Use safe clothing. Many accidents are caused due to broken shoes, thin soles, etc.
5. Report any broken or defective equipment to your supervisor
6. The rule in case of a fire: Activate alarm first.
7. All employees should know where fire extinguishers are located.
8. All access to safety equipment should remain free of objects and clean at all times.
9. Walk; do not run, in any location of the factory.
10. If you are wearing any jewelry, take them off when working with electrical power machine or carrying heavy objects.
11. If you need to move a heavy object, ask for help. When you carry a heavy object maintain a straight back, bend your knees and use the muscles of your legs.
12. Use a safe ladder when you need to reach high objects, a team member should hold the ladder, if necessary. Do not stand on top of chairs, boxes, or other objects as a substitute to the ladder.
13. The halls, ladders, and exits should remain clean and water buckets are prohibited.
14. Immediately clean any greasy spots, dirt, or water on the floor.
15. When sitting, be aware of correct posture.

Slips and falls

Slips or falls cause the majority of accidents. Follow the following safety rules:

1. Use safe shoes, in accordance to company policy.
2. Look where you are stepping.
3. Ensure that the halls and working areas are clean at all times. Everyone is responsible to clean his/ her work area.
4. Put trash in its place; do not keep unnecessary trashcans in your area.
5. Cables and extensions should be placed out of the way, to avoid falls.
6. If you need to use a ladder to reach an object, place it in a safe position from the top and bottom.
7. Go up facing the ladder and grab it with both hands.
8. Always walk and do not run.

F. Move trainee to production area

It is normal for a trainee to reach 100% productivity at end of training. Before handing him/her to the area, the supervisor and trainer should talk to trainee about his/her development and quality, and mention any strengths and weaknesses.

On the last training day, the floor manager, supervisor, trainer, and trainee should have a formal meeting, at which time the trainee should be congratulated for the progress that he/she has made. Explain payment systems.

Other points that can be covered at this time should be:

1. Set future production and quality goals, so production lines can be balanced.
2. Emphasize the importance of avoiding absenteeism and how it affects working area.

F. PROCEDURES FOR PRACTICES

Ensure that the person is not nervous. Explain what you are going to do and explain the objective.

- Demonstrate that he/she can do production for a period of time.

- Construct a financial condition

- Start with 15-minute periods and continue increasing the time

- Help trainee set a goal

Start practice

- Supervise so that he/she is using the correct methods

- Examine the quality of all of the pairs and count them every 15 minutes of practice.

- Check in regular time intervals to see if trainee is doing it correctly.

Conducting the practices

- Set up a predetermined time period

- Use a stopwatch or clock to track time.

- Tell the person when to start and when to stop.

- Motivate and show the speed and quality during the operation.

- Quickly stop the practice, if something is prolonging the operation.

Follow up

- Talk to operator to explain how he/she performed

- Calculate effort in percentages and compare it with the goal.

G. TRAINING PRACTICES

After the trainee has become familiar with the machine and has a good working knowledge on how to operate it. He/she will be ready to start working with scrap pieces.

THE FOLLOWING PRACTICES SHOULD BE USED TO SHOW THE TRAINEE THE CONTROL OF THE MACHINE:

The trainer will demonstrate the proper usage of the equipment

- Correct posture

- Adjust chair, if it is necessary

- Position the pedal

The trainee should place the toes on the superior part of the pedal, to achieve a complete speed instantly. He/She should place the heel on the inferior part of the pedal to switch from a maximum velocity to an immediate stop. The trainee can practice using scrap pieces.

H. FLOOR MANAGER CHECK LIST

Factory _____ Date _____

Operator's Name _____ ## _____

Verify that the following is explained to the trainee. Mark each item as it gets reviewed.

____ A. Salary

1. Starting Salary
2. Production Salary

____ B. Working hours

1. Recess times
2. Time to eat, cafeteria location

____ C. Social security or government documents

____ D. Holidays, vacations, etc.

____ E. Briefly review Smoking areas, absenteeism, etc.

____ F. Copy of government labor rules.

____ G. Company History

____ H. Explain the future that he/she will have with your company

Operator's signature _____

Floor Manager's signature _____

(Submit to HR department for operator personal file.

I. TRAINER CHECK LIST

PLANT _____ DATE _____

NAME OF OPERATOR _____ # _____

Verify that the following is explained to the trainee. Mark each item as they get reviewed.

- _____ A. Pedal
- _____ B. Brake
- _____ C. Knee pedal
- _____ D. Thread support
- _____ E. Demonstrate how to thread bobbin
- _____ F. Bobbin
- _____ G. Bobbin case
- _____ H. Plate
- _____ I. Feeder
- _____ J. Pressure foot
- _____ K. Needle-How to thread it-Safety
 - 1. "SPI" Stitches per inch
- _____ L. Needle bar
- _____ M. Thread feeder
- _____ N. Tension
- _____ O. pressure screw on top of the machine
- _____ P. Band
- _____ Q. Knee pedal
- _____ R. Correct posture
- _____ S. Cleanness, oil and cover machine
- _____ T. Cleaning every morning
- _____ U. Plant safety
 - 1. Maintain floor clean
 - 2. Do not pick up equipment or heavy objects

Operator's signature _____

Floor Manager's signature _____

(Submit to HR department for operator personal file)

J. WEEKLY TRAINER'S REPORT FOR PAYROLL

Week Ending_____ Trainer:

Days trained

Mgr. Y/N

New Employee Name

Operation

Standard

This week production

Total working hours

Total hours earned

This week's percent

Next week's Goal

% Diff

Quality Grade

Comments

K. TRACKING RATIO FOR TRAINER'S

POINTS CREDITED TO TRAINERS FOR EACH TRAINEE WHO ACHIEVED 100%

NEW TRAINEE

6 WEEKS OR LESS _____ 4 POINTS.
7th / 8th WEEK _____ 2 POINTS.
ANYONE OVER 8 WEEKS _____ 1. POINT.

SKILLED OPERATORS TO NEW OPERATION

4 WEEKS OR LESS _____ 4 POINTS
5 TO 6 WEEKS _____ 2 POINTS
ANYONE OVER 6 WEEKS _____ 1 POINT

LOW PERFORMERS

ASSISTANT SUPERVISOR

LESS THAN 100% _____ 1 POINT
101% TO 110% AN ADD'L _____ 1 POINT
NEED TO MAINTAIN % FOR (4 FOUR) WEEKS FOR EXTRA POINTS

L. IMPORTANT POINTS FOR A TRAINER

1. Teach new employee how to fill report
2. Take accurate hourly production records
3. Show new employee production graph on a daily basis
4. Show correct posture
5. Show cleanliness and correct lubrication of the machine
6. Do not let the new trainee be dependent on someone else.
7. Demonstrate safety in doing his/her work
8. Utilize engineering standards to review methods.

M. RESPONSIBILITIES OF TRAINERS

1. Work with professionalism
 - Make good use of all working knowledge
2. Discipline
 - Proper conduct, as new employee will be under our management in the factory
3. Quality
 - Product Quality
4. Work flow
 - Have sufficient work for our new employees during training
5. Training progress
 - Progress of all trainees, while our leadership or training period
6. Personal treatment
 - Provide all the needed knowledge to the new employee, so he/she can accomplish his/her work
7. Coordination with Supervisor and Floor Manager
 - Keep supervisor and floor manager informed of the progress of each new employee.

N. 14 STEPS TO TRAIN A NEW EMPLOYEE

These steps are explained in detail throughout this manual and should be followed to ensure a successful training of an employee.

1. The interview is the first step for successful training. Supervisor and trainer should interview together with the defined operation. After the interview, there should be a summary of application.
2. Give employee a tour of the plant. Introduce the security guards and advise them of their role and the working hours (time in and time out). What happens if they come in late?
3. Show location of utilities (restrooms, cafeteria, etc). Determine eating time, and time that employee must be back at the machine.
4. Take a break with the new employee at the cafeteria and review cafeteria rules, no smoking policy, clearing of table, etc.
5. Show new employee video of the operation, which he/she would be performing, along with a brief introduction.
6. Show key quality requirements of operation (Job Description). Show operation on finished garment and show how quality will affects others. Show how to check for Quality.
7. Show how to insert and clean the machine. (Include the cleaning at the end of the day). Tensions and most common problems. Explain that the machine is the employee's responsibility and should contact supervisor when all of the previous points have been checked.
8. Explain how to evaluate the quality of work received by him/her. Emphasize the importance of not sewing over work that does not comply with quality requirements. If defects are detected, work should be put aside and supervisor notified and further instructions are received.
9. Provide scrap material, so he/she can start sewing and gain control of the machine.
10. Train new employee how to sew sample fabric. After operation is mastered and trainer is satisfied with tests, then he/she can proceed with sewing production, utilizing correct methods. Show employee how to read sobars, cutting sheets, etc. Show him/her how to count and how to record on production sheet. Give him/her five

pairs to sew and ask him/her to call you when he/she is done, or wait until you review production.

11. If the new operator is successful with this, continue with regular production. Show new employee how to check 100% of the work until the employee achieves 20% of the production with good quality; then have new employee check one every five pairs. If not successful return to step 10.
12. Set up daily goals utilizing graphs. Show daily progress and assist in achieving 100%.
13. Explain any quality or safety systems that your company is currently implementing.
14. Congratulate new associates on a regular basis.

Sustainable Achievement of Business Expansion and Quality
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