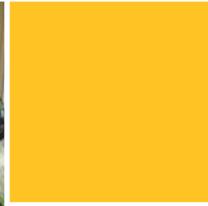
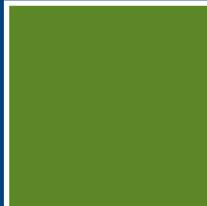


# Supervisory Skills Training



**A crucial investment for the  
Cambodian garment industry**

## The training

To help Cambodia's garment industry meet the challenges of global competition and become even more successful, IFC-MPDF and ILO-*Better Factories Cambodia* are offering training to the whole industry to develop the capacity of garment industry supervisors. Designed to improve both labor-management relations and productivity, this training is an expansion of a successful training program IFC-MPDF and Gap Inc. piloted in 2005 and 2006 with 650 supervisors who oversee some 20,000 workers in Gap Inc. producer factories ([www.gapinc.com](http://www.gapinc.com)).

This 4-day Supervisory Skills Program has proven itself highly effective in changing leadership knowledge as well as behaviors. In an evaluation conducted in 2006 with 1,800 supervisors, managers and staff, results showed that the program improved both relations between workers and supervisors, and productivity.

The Supervisory Skills Program is designed to give participants a deep understanding of important leadership and supervision concepts and equip them to play a firm, fair and effective role as leaders and supervisors. Participants are also trained to avoid a passive or authoritarian style of leadership and to strike a fair balance between the interests of the company and the interests of staff. As evaluation shows, this training significantly improves staff motivation and morale, and leads to better company performance.





## Program benefits:

- Better results due to active supervisory performance
- More highly motivated managers, supervisors and staff
- Improved staff-management relations
- Improved supervisor-manager relations
- Improved problem-solving and fewer errors due to more open and constructive communication
- Better communication and cooperation between sections
- Higher employee morale due to more respectful communication.

## Program outcomes:

- Understand and perform the roles and responsibilities of a manager/supervisor
- Motivate staff through effective interpersonal relations
- Enforce discipline professionally in the work place
- Delegate work efficiently and ensure it is completed on time
- Correct staff in a way that builds performance
- Communicate better with superiors and staff
- Use an appropriate style of leadership and demonstrate authority appropriately.



## Program logistics

The 4-day training program is given for 7 hours a day, in two 2-day sessions, with a four to six week break between them. This break enables participants to put their newly acquired skills into practice and see how well the techniques work. The second 2-day block of training includes an opportunity for participants to share what they have learned from applying the training on the job. The training sessions also include video-taped practice of new supervisory behaviors that allows participants to see for themselves how well they are doing.

## Proven success

To evaluate the success of this pilot training in Gap Inc. approved factories, a total of 1,800 supervisors, workers, department heads and human resource (HR) managers were interviewed in April 2006. Nearly all supervisors felt the program had helped them to develop new knowledge and skills they could apply at work. HR managers stated that supervisors' problem solving skills were significantly better, as shown in a 12 percent drop in employee warnings. Absenteeism improved too by 8 percent, as did production quality (39 percent fewer in-line rejections and 44 percent fewer shipment rejections). Workers stated that their supervisors' performance had improved by as much as 7 percent. Trained supervisors also rated 7 to 10 percent higher when compared to untrained supervisors in two factories that were not part of the pilot.





## Specialized training for senior managers

One of the important lessons learned from the pilot IFC-MPDF/Gap Inc. supervisory training is that senior managers should be encouraged to attend similar training so they can strongly endorse the new behaviours their supervisors are using and mentor them if needed. Towards this end, a 12-hour version of the supervisory training has been developed for senior managers that covers the same content and hands-on practice, but is tailored for the roles of senior management.

## The partners

The provision of human relations training for garment supervisors and senior managers is a partnership between IFC-MPDF, ILO-*Better Factories Cambodia*, and the following international buyers: Adidas, Gap Inc., Levi Strauss & Co., Sears, Wal-Mart, and the Walt Disney Co. The program is also exploring partnerships with other buyers as well, in order to widen outreach. IFC-MPDF is a multi-donor funded initiative set up by the International Finance Corporation in Vietnam, Cambodia, and Lao PDR, to reduce poverty through sustainable private sector development. *Better Factories Cambodia* is a unique multi-donor technical cooperation project of the International Labour Organization aiming to improve working conditions in the Cambodian garment industry through monitoring, training and capacity building.

## What people say about the training

*Before the training if supervisors could not solve a problem, they would just report to the department head, but after the training they knew how to solve the problem themselves.*

*(Zhang Min, Assistant Factory Manager)*

*The training has changed the way we work, especially our attitudes, teaching us to be more patient. We realise we don't have to behave in a win-lose manner. Now we try to find a solution that is good for management as well as workers.*

*(Kung Leakhena, Factory Supervisor)*

*Before the training, when my supervisor saw something wrong she would complain again and again. Since the training, she has stopped complaining and now explains how to do the work properly.*

*(Dan Lay Eang, Worker)*



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Details of how to apply for both the supervisors' and senior managers' programs can be found on the IFC-MPDF website: [www.mpdf.org](http://www.mpdf.org) and ILO *Better Factories Cambodia* website: [www.betterfactories.org/ilo](http://www.betterfactories.org/ilo)

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