



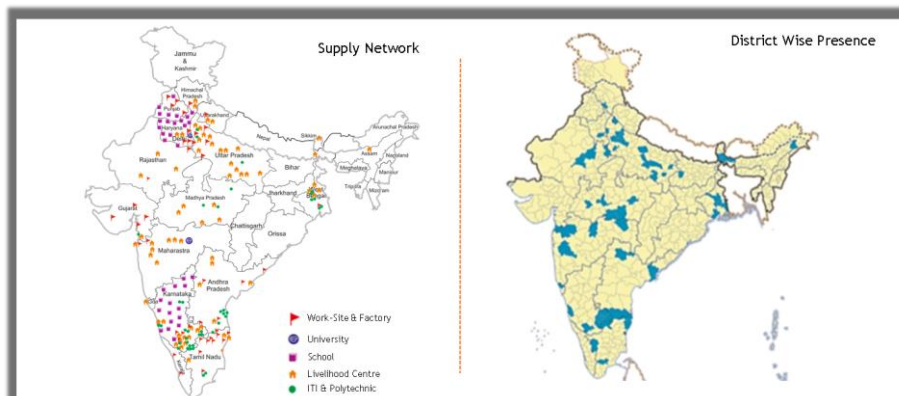
Skill Interventions in the Leather Sector

Leveraging Skills Development for the Growth of the Sector

About LabourNet

MISSION:

“To Impact Livelihood of 10 million people by 2020, through Education, Entrepreneurship, and Employment; thereby Increasing real Income and Improving productivity”



LabourNet Worksite Training Model

Work Integrated Training



Qualification Pack	<ul style="list-style-type: none"> Curriculum and content based on qualification packs as defined by the SSC. Level based curriculum depending upon the skill level of the candidate at the beginning of the training. 	Work Based Learning	<ul style="list-style-type: none"> The alignment of learning in WBL depends on the skill level of the candidates at the start of the training program Tie-up with industry ensures trainees get practical experience of the trade.
Theory Classes	<ul style="list-style-type: none"> Theory Classes are class room sessions that will be used to impart knowledge on the various basic areas that are critical as part of any trade or skill We ensure availability of training room, training aids like learning cards, flipcharts, projectors etc. 	Trg. Aid & Video	<ul style="list-style-type: none"> Detailed explanation of training via videos. Development of training aids to ensure hands-on training for the trainees.
Live Demo	<ul style="list-style-type: none"> Live demonstration at sites and labs ensure availability of required equipment and tools. The live demonstration gives the participant an opportunity to learn from observation and ask for clarifications on tasks 	Assessments	<ul style="list-style-type: none"> Assessment of Core/Generic skills Assessment of Technical Skills

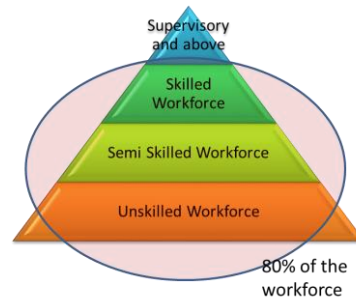


About the National Occupational Standards

The National Occupational Standards activity level statements of standards of performance an individual must achieve when carrying out a function in the workplace, together with the specifications of the knowledge and understanding they need to meet that standard consistently.

These NOS (activity level) are then combined to form Role Qualification Packs, which describe job role related requirements. The key highlights of the NOS framework are:

- Prepared in close consultation with employers (across large, medium and small scale organizations)
- Endorsement process by industry members anchored by the Sector Skill Council
- Covers study of existing standards in other countries (international benchmarking) and best practices
- Process for periodic review and revision available – this ensures that the Standards are up-to-date and relevant to industry



50 job roles across Leather segments covered for NOS development:

- Finished Leather
- Leather Garments/ Goods
- Footwear
- Saddlery



Leather Sector Skills Development

Skill Development in the Leather Sector- An Overview

High level of skills required, non-aspirational sector, fast changing trends, export oriented

Employer's Challenges

Low productivity/ efficiency
Low skill levels
Lack of structured training

Worker's Challenges

Low access to formal training
Low affordability
No recognition of prior skills



Solution to Address challenges

Job role Based On-site Training

Benefits to Employer

Increased Productivity
Skilled workforce
Structured Training

Benefits to Workers

Increase In Real Income
Increase in real income due to recognition of skills/ upskilling

- ✓ Candidates achieving skill/ knowledge based on Core performance outcomes
- ✓ Mapping productivity improvements as a result of training effectiveness
- ✓ Valid certification for learners against relevant National Occupational/ other Standards

Outcomes led Skills Development

Why?

- Employers need to see training effectiveness translate to work performance to invest in skills development
- To provide a sustainable financial ecosystem for training (between learner, employer and other funding partners) – from Government budgets, employer budgets & learner paid models
- To integrate skills development deep into workplace & bring about changes in quality and productivity

Parameters measured

- Recognition of Prior learning (RPL) assessments and final assessments
- Supervisor feedback on critical elements (complex task handling, time efficiency, safety, quality, wastage)
- Identification and monitoring of key process metric improvements
- Learner testimonials and impact tracking (after 3 or 6 months)

Challenges

- Train today, gain tomorrow – the deferred benefits of skills training for employers
- Workplace based challenges wrt training need to be managed
- Site productivity improvements may need changes in many other non-skills based elements
- Productivity increase due to skills is a gradual process, focus on soft skills aspects also required

Leather Training Outcomes – STAR Scheme

Final Assessment vs RPL Results

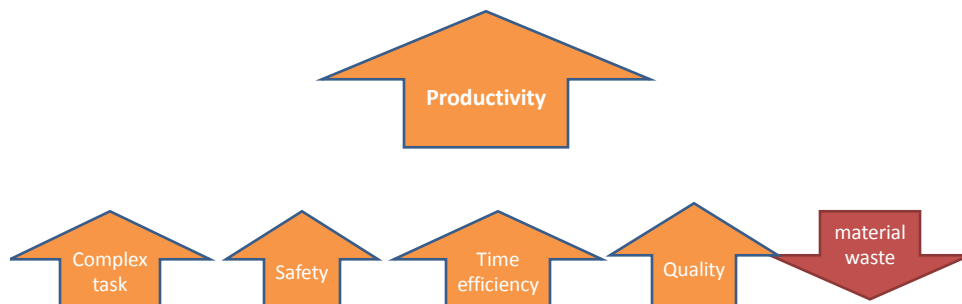
		Pre Training Score		Post Training	
Footwear	Pre Assembly Operator	Avg	81	Avg	82.39
		Max	91	Max	90
Goods and Garments	Stitcher	Pre Training Score		Post Training Score	
		Avg	33.25	Avg	65.5
	Max	35	Max	75.3	
	Min	32	Min	57.8	
	Cutter Goods & Garments	Pre Training Score		Post Training Score	
		Avg	40	Avg	73.73
Max	65	Max	79.87		
Min	21	Min	46.11		
Stitching Operator	Pre Training Score		Post Training Score		
	Avg	60	Avg	81.83	
Max	86	Max	91.68		
Min	12	Min	52.17		

Significant improvement in overall scores, passout ratio and standard deviation that shows a steady positive result after training

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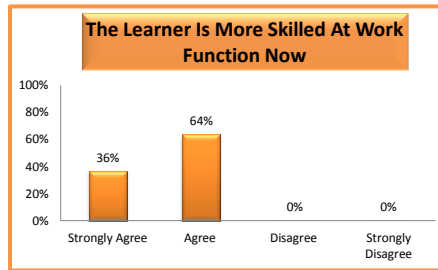
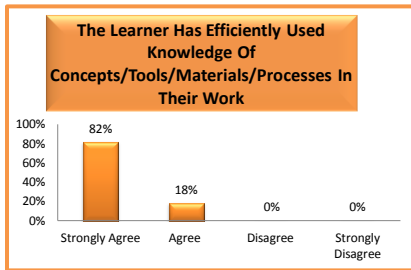
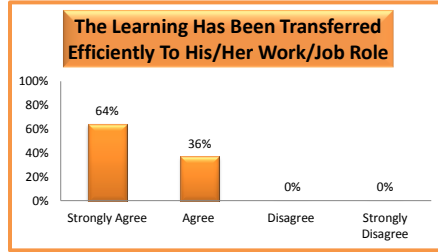
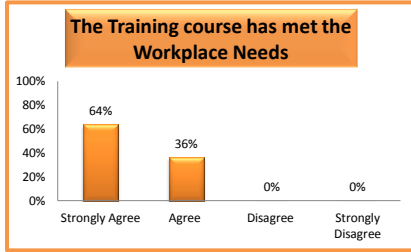
Effective training & Productivity

- Productivity = Output / Input
- Productivity can be measured in terms of labour productivity, which is defined as output per unit of labour input



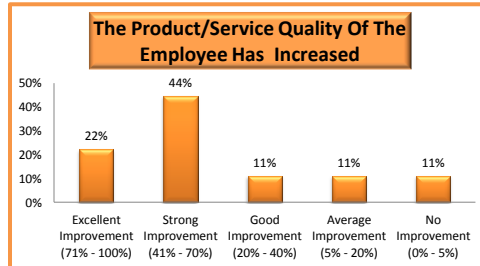
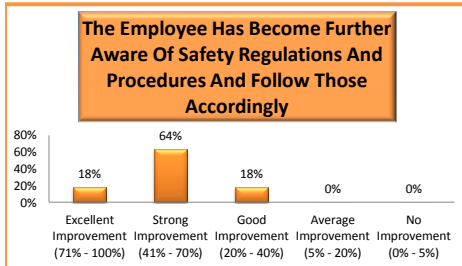
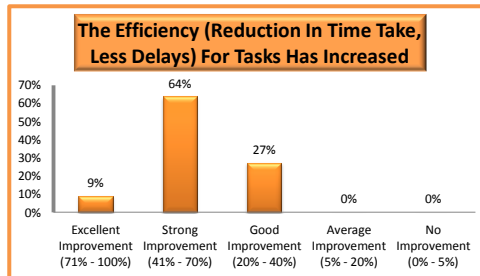
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Behavioral Changes at Workplace



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Changes in Productivity at Workplace



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Increase in Productivity

Rejection Rate

	Pre-Training	Post-Training	Reduction
KAS	10%	8%	2%
Oriental Shoe Fabrik	9%	6%	3%
SRV	8%	4%	4%
FutureWell	5%	3%	2%
Alina	5%	2%	3%
AVT	5%	3%	2%

There is an average reduction of 3% in the rejection across companies we surveyed

Production/Day

	Pre Training	Post Training	Improvement
KAS	250	300	50
Oriental shoe Fabrik	300	350	50
SRV	262	384	122
Lloyds	270	300	30
FutureWell	550	600	50
Alina	75	85	10
AVT	260	280	20

There is an average increase of 47.4 units in the production across companies we surveyed

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Employers' Feedback

Footwear

- “The efficiency in production has increased from 380 units/day to 500 units/day”-Rafeeque Ahmed GM, SRV
- The employees have better knowledge of the production process and are more aware about the importance of quality and appearance before passing it on the next stages of production
- They are able to identify defects and rectify them
- Housekeeping and safety practices have improved
- Suggested periodic and continuous training and for longer duration

Goods and Garments

- There is a 10% increase in time efficiency- Kannan, Production Manager ,AVT Leathers
- Stitching standards have improved
- Workers are more aware of different types of stitches and can identify different types of defects
- They can independently maintain machines and can do small repairs by themselves
- They are more aware of safety measures and the hazards
- Duration of training should be extended and training for freshers should also be given

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Learner's Testimonial



Imran,
Cutting, Oriental Shoe Fabrik

- More aware of cutting operations, process, tools and materials used, etc.
- Can work independently with minimal supervision
- **"He can now cut 250 patterns/day which before training was 200/day before training"- Supervisor**
- Further wants to increase his knowledge on different types of cutting machines

Radha
Stitching, Future Well Shoes Pvt Limited

- Post training, promoted to Stitching Supervisor
- Gained knowledge about various parts of the stitching machine
- Able to work/ understand sample specification without supervision after training
- Currently monitors the team's stitching

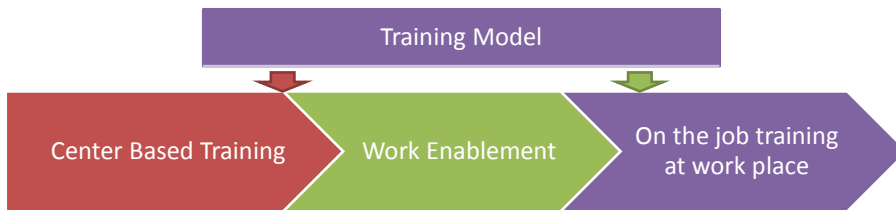


S. Deepa
Stitching, Alina Pvt Ltd

- Training was very helpful as it helped me understand different concepts, tools and machineries used in leather industry
- I have become more aware of quality and stitching standards that have to be maintained
- Have also learnt about basic maintenance of machines and repair it myself in case of small errors in the machines



FUTURE TRENDS - HYBRID TRAINING FOR WORKFORCE



Learner Profile	<ul style="list-style-type: none"> • Unemployed youth and workers in 'hard' trades between 18 – 30 years (men and women)
Affiliation	<ul style="list-style-type: none"> • Hybrid courses (6 months – 2 years) – NCVT Certification (DGET) • Worksite courses (1 - 6 months) – NSDC/ SSC certification (NOS based framework) • Industry tie-ups for course customization to shop-floor



Thanks

Queries?

Kirti.Vardhana@labournet.in

NOS Framework Advantages

The National Occupational Standards design provides a robust and standardized Competency based framework for the development of detailed learning outcomes at an activity level through:

- Equal emphasis for 'knowing' and 'doing' – key to good vocational training programme success
- Capturing of specific Knowledge and Skills elements (spanning domain/ technical skills, managing work, other workplace, communication and behaviour related attributes) critical for the job role holder at the workplace
- Assessment criteria for reliable, valid and objective evaluation of performance against the activity level expectation
- Curriculum and content can be customized based on specific needs of employers – the 'one-size-fits-all' approach taken in standard curriculums is avoided
- The competency framework's reliance on learning outcomes only accommodates various teaching methodologies, training aids and supports dissemination to different learner types
- The pedagogical design based on this framework sharply enhances fit to job role and encourages workplace productivity, focus on quality and occupational health and safety