

CHAPTER - 17

HUMAN RESOURCE DEVELOPMENT

INTRODUCTION

17.1 Human Resource is one of the most critical inputs for an industrial organization. In developed countries, human resource accounting, which quantifies the value of human resources, has even become the norm in balance sheets. An analysis of organizations throughout the world reveals that a quality work force makes the difference between a mediocre and a world class organization. Thus, in spite of the development of hi-tech sophisticated machines, human resources still remain the most important asset of an industrial organization.

17.2 Even though the textiles industry occupies a place of high importance in the Indian economy, and can be considered as an engine of growth for stimulating agriculture, exports, and the tertiary sector, adequate attention has not been paid to meet the human resource needs of this industry.

17.3 The integration of world textiles market has intensified competition, and in this scenario, to improve the market share in the international market and to face the onslaught of imported textile items, it is imperative to address the issue of HRD. The basic idea is to use the intellectual capital to the optimum to improve productivity, and the quality of textiles products.

17.4 In India today, we have Engineering Colleges (including IITs), and Polytechnics which offer high level courses in textiles technology, and Fashion Institutes like NIFT, NIT and Pearl Academy. However, there is a serious problem with regard to training of operation at the shop floor and supervisory level. Though Industrial Training Institutes (ITIs), Powerlooms Service Centres (PSCs), Weavers Service Centres (WSCs), Textile Research Associations (TRAs), Apparel Training and Design Centres (ATDCs), have been set up, they are not adequate in terms of numbers and course content to meet the training needs of the different segments of the industry.

APPROACH TO THE ELEVENTH PLAN

17.5 The production and export targets for the Eleventh Five Year Plan cannot be achieved by the textiles industry in the absence of the adequate availability of human resources. Therefore, the approach to the Eleventh plan should be to address the problem of human resources in a pro-active manner and provide support programmes to organizations and institutions engaged in HRD to address the professional manpower needs of the industry, as well as the workers at the cutting edge of the shop floor.

PROJECTIONS FOR THE ELEVENTH FIVE YEAR PLAN

17.6 To achieve the target growth rate of 12 percent in volume terms, the investment requirement during the Eleventh Five Year Plan has been estimated at Rs.1,50,600 crore and the incremental direct manpower requirement is estimated at 6.5 million in spinning, weaving, knitting, processing and clothing. The segment wise incremental direct manpower requirement is given in Table 17.1.

Table 17.1

Segment-wise incremental direct manpower requirement in spinning, weaving, knitting, processing and clothing

S. No.	Sector	Investment (In crore)	Direct Man Power Requirement (All Categories) (In Lakhs)
1	Spinning	50,200	4.10
2	Weaving	20,200	2.70
3	Knitting	2,400	0.20
4	Processing	56,000	1.50
5	Clothing	21,800	56.50
	Total	1,50,600	65.00

17.7 The maximum numbers are in clothing segment. The sector-wise category-wise incremental employment generation is given in Table – 17.2.

Table 17.2
Sector-wise category-wise incremental employment
generation during the Eleventh Five Year Plan

(lakh persons)

Sr. No.	Category	Incremental employment		
		Employment in Textiles	Employment in Clothing	Total Employment
1	Managerial, technical & administration	0.85	5.65	6.50
2	Skilled (ITIs & certificate course)	1.70	11.30	13.00
3	Semi-skilled (machine operators)	4.25	28.25	32.50
4	Unskilled	1.70	11.30	13.00
	Total	8.50	56.50	65.00

RECOMMENDATIONS

17.8 There is a serious gap between the training needs of different segments of the textiles industry, and the training provided by the existing training institutes both in terms of volume and course contents. To meet the demand-supply gap, a focused and financially sustainable strategy needs to be put in place during the Eleventh Five Year Plan.

Infrastructure upgradation in the existing ITIs and Polytechnics

17.9 The ITIs and Polytechnics will have to play a central role in the entire HRD exercise of the textile industry. The number of ITIs targeted specifically at the garment sector needs to be increased significantly. The Centres of Excellence (COE) scheme should be leveraged to increase the number of those ITIs that are either specifically targeted at the garment sector, or those that include a substantial number of textiles related trades in their curriculum.

17.10 The ITIs and Polytechnics situated near “catchment” areas for the textiles work force should immediately include textiles/garment related trades in their regimen. If necessary, new ITIs should be set-up in those areas where, traditionally, workers migrate to places where the textiles industry is located. New ITIs under the COE scheme will have drawing power for these workers.

Setting up of Training Centres in Public Private Partnership (PPP) mode

Ready-made Garment Sector

17.11 A PPP based approach would be adopted to set up training centres. The private sector, manufacturers with in-house training facility or the trainers will be encouraged to setup training institute for ready-made garment sector. The Government support would be limited to one time capital grant of 30 percent with a ceiling of Rs. 20 lakh.

17.12 Considering that every year training for 2 lakh persons is added (to reach a target of say 3 million trained people in the 5 years period), it will necessitate 100 institutes to be added every year. This will cost Rs. 300 crore over a period of 5 years (@ Rs. 60 lacs per institute), or Rs. 60 crore per year. Considering Rs. 18 crore capital grants per year an amount of Rs. 90 crore is proposed to be provided for this purpose during the Eleventh Five Year Plan. The ATDCs will also be covered under this scheme.

Processing Sector

17.13 A PPP based approach would be adopted for setting up training centres for high-end processing. The Government support would be limited to one time capital grant of 50 percent with a ceiling of Rs. 10 crore.

17.14 Considering the important processing clusters, two training institutes should be setup during the Eleventh Five Year Plan. One in Western India and another in Southern part of the country. An amount of Rs. 20 crore is proposed for this purpose during the Eleventh Five Year Plan.

Permanent Training Co-ordination and Monitoring Council

17.15 A Permanent Training Co-ordination and Monitoring Council will be set up to approve the proposals and to review and monitor the progress of such cases. This Council can also play a pro-active role in constantly developing course content in the textiles and garment sectors, according to the needs of the industry. This Council will be set up under the Chairmanship of Secretary (Textiles) and have the following composition:

Secretary (Textiles)	-	Chairman
Joint Secretary (MOT)	-	Member
Directorate General of Employment & Training	-	Member
Representative of AICTE	-	Member
Representatives of two TRAs	-	Member
Secretary General (AEPC)	-	Member
Directorate General (NIFT)	-	Member
Representatives of the State Governments (Technical Education)	}	- Member
Jute Commissioner	-	Member
Representative of Machinery Manufacturers Association	}	- Member
Sr. Representatives of textiles and garment associations	-	Member
Textile Commissioner	-	Convener

Review of Syllabi and curricula

17.16 An HRD committee appointed by the Government has reviewed the syllabi and curricula for training and education in the diploma, degree and postgraduate level courses. A need based curricula has been drawn. This curricula may be sent to the Ministry of Human Resources for consideration and implementation. This may also be circulated to the private institutions for consideration.

National Institute of Fashion Technology (NIFT)

17.17 The National Institute of Fashion Technology (NIFT) was established by the Ministry of Textiles in 1986 as the apex body for Human Resource Development for the textiles, garment and allied sectors. NIFT has recently been offered Statutory Status through an Act of Parliament for the promotion and development of education and research in Fashion Technology. The Bill received the assent of the President of India on 14th July, 2006.

17.18 With the support of Ministry of Textiles, the Institute has emerged as an Institution of Excellence in the area of fashion education in the country. NIFT, which imparts training in Design, Technology, and Management, has established Centres at seven locations: Chennai, Gandhinagar, Hyderabad, Mumbai, Kolkata, Bangalore and New Delhi, in response to the demand from industry for qualified Professionals. The

Delhi Centre, distinct from the Administration Head Office, became functional in the year 2004-05. NIFT restructured its Academic Programmes comprehensively in the year 2003, and now offers 4 Year Under Graduate Programme in Design and Technology and 2 Year Post Graduate Programme in the areas of Management and Technology, at par with Bachelor / Master's Degree professional education programmes, with international benchmarking. A Post Graduate programme 'Design in Fashion Space' has been launched by NIFT from the year 2006-07. In response to the industry demand, a new Programme, 'Enterprise Management in Fashion Business', was introduced in 2006-07. The annual student intake in Under Graduate programmes is 990, and 225 in the Post Graduate programmes. Students, on successful completion of these programmes shall now be eligible to receive a NIFT Graduate / Post Graduate degree.

17.19 During the Tenth Plan, NIFT had concentrated on developing and consolidating the infrastructure of its various Centres. Emphasis was laid on providing permanent building for classrooms, equipment, including computer hardware /software, and to bridge the deficit in the standards set across Centres. Buildings and other infrastructure for the Mumbai and Gandhinagar Centres was also completed. In addition, hostel accommodation for girls is also coming up in Kolkata and Mumbai. Some Academic buildings in other Centres, including New Delhi, are also being built. All the loans taken during the Ninth Plan were paid off from the internal resources of NIFT, generated as a result of various economy measures.

17.20 The projected Plan Outlay during the Tenth Plan was Rs. 110 crore, of which Rs. 80 crore was proposed as internal revenue generation. This was subsequently reviewed, and the Outlay was revised to Rs. 96.99 crore with no Internal & Extra Budgetary Resources (IEBR), as NIFT is an educational institution. The gap between budgetary support and expenditure was met through the internal resources of NIFT.

17.21 The targets for the Eleventh Plan will be as under:-

- i) Completion of construction of Academic Building, Auditoria and Hostel accommodation for girls at various Centres, started during the Tenth Plan.
- ii) Strengthening the IT infrastructure at NIFT and its Centres, alongwith introduction of Enterprise Resource Planning (ERP) and Wide-Area Network (WAN).

- iii) Provision for classroom equipment in line with the courses introduced and the benchmarks set.

17.22 As per the decision taken by the Government in March 2005, it was decided that there will not be any Plan Grant beyond Tenth Plan period. NIFT has been laying emphasis on increasing revenue by appropriate fee hikes periodically, and also earnings through part time programmes and projects. It is accordingly proposed that NIFT will meet expenditure on the above items from internal resources, and supplement this by loans from Banks/Public Financial Institutions.

17.23 Further after the Bill for reservation of seats for Other Backward Classes (OBCs) is passed by Parliament, NIFT will have to raise its annual intake from its current strength of 1200 to 1836, in order to maintain the current number of general category students. The additional Plan Support required for the infrastructure for the enhanced intake would be to a tune of Rs.87 crore, of which Rs. 45 crore would be towards buildings, and Rs.42 crore towards equipment.

17.24 A proposal to move NIFT to the Block Grant Scheme is also under consideration of the Government, on lines of the support being provided to premier institutions like IIT, IIM, etc. NIFT has moved a proposal to provide Rs.15 crore every year for the next five years as Block Grant, subject to review thereafter. In addition, a matching grant would be given for the revenue surplus transferred to the Endowment Fund.

Proposed Plan Outlay

Setting up of training centres on the PPP basis Ready-made Garment – Rs 90 crore Processing Sector - Rs. 20 crore	Rs. 110 crore
Total	Rs. 110 crore
Infrastructure development in NIFT for the enhanced intake for reservation of students to the OBCs in Central Education Institutions (Funding support from HRD Ministry)	Rs.87 crore